



**Devon and Cornwall Police and
Crime Panel**

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

Please ask for Jamie Sheldon
T 01752 305155
E democratic.support@plymouth.gov.uk
www.plymouth.gov.uk/democracy
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DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 5 February 2021
10.30 am
Virtual Meeting

Members:

Councillor Batters – Chair

Councillor Haydon – Vice Chair

Councillors Atherfold (Cornwall Council), Biederman (North Devon Council), Croad (Devon County Council), Howgate (Torbay Council), Derrick (Plymouth City Council), Dewhirst (Teignbridge District Council), Fairman (Cornwall Council), Hackett (Torridge District Council), Hopwood (South Hams District Council), Knowles (Mid Devon District Council), Loudoun (East Devon Council), Nelhams (Isle of Scilly), Rule (Cornwall Council), Samuel (West Devon Borough Council), Sutton (Exeter City Council) and Towill (Cornwall Council).

Independent Members: Emily Macaulay (Devon) and one vacancy

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

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Tracey Lee

Chief Executive

Devon and Cornwall Police and Crime Panel

1. Apologies

To receive apologies for non-attendance submitted by Members.

2. Minutes

(Pages 1 - 10)

To sign and confirm as a correct record the minutes of the meeting held on 20 November 2020.

3. Declarations of Interest

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

4. Public Questions

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

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

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

5. Proposed Precept, Budget and Medium Term Financial Strategy (MTFS) 2021/22 - 2024/25

(Pages 11 - 144)

6. Commissioner's Update Report

(Pages 145 - 162)

7. Office of the Police and Crime Commissioner's Performance Report

(Pages 163 - 170)

8. Update on the 101 Service

(Pages 171 - 178)

9. Complaints against The Police and Crime Commissioner received under The Police Reform and Social Responsibility Act

(Pages 179 - 180)

10. Tracking Recommendations

(Pages 181 - 182)

- 11. Work Programme** **(Pages 183 - 184)**
- 12. Future Meeting Dates** **(To Follow)**

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Devon and Cornwall Police and Crime Panel**Friday 20 November 2020****PRESENT:**

Councillor Batters, in the Chair.

Councillor Haydon, Vice Chair.

Councillors Atherfold, Biederman, Croad, Derrick, Dewhirst, Fairman, Hackett, Hopwood, Howgate, Loudoun, Nelhams, Rule, Samuel, Sutton and Towill.

Apologies for absence: Councillor Knowles and Emily Macaulay (Independent Member)

Also in attendance: Fran Hughes (Chief Executive, OPCC), Alison Hernandez (Police & Crime Commissioner), Nicola Allen (Chief Finance Officer/ Treasurer, OPCC), Detective Chief Superintendent Steve Parker, Jamie Sheldon (Senior Governance Advisor), Andrew Loton (Head of Performance, Governance and Risk)

The meeting started at 10.30 am and finished at 12.55 pm.

*Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.***22. Minutes**

The Chair proposed the minutes of 25 September 2020 to the panel for approval. Councillor Towill asked that the minutes reflect his attendance at the meeting of 25 September 2020.

Under this item Councillor Sutton asked if there had been any progress on appointing an Independent Representative for Cornwall & the Isles of Scilly. Jamie Sheldon (Senior Governance Advisor) advised that an advert for the post was live and that the closing date for applications was 16 December 2020.

Councillor Sutton proposed the minutes again of 25 September 2020; this was seconded by Councillor Derrick and the minutes were agreed.

23. Declarations of Interest

There were no declarations of interest made by members.

24. Public Questions

The Chair advised the panel that one question had been received by Ms Errington as follows:

I have dual heritage grandchildren living in Devon, and I'm really concerned by the Devon & Cornwall Police Reports about the disproportionate application of police sanctions against BAME people and the lack of diversity within the Police force. I'm worried for my grandchildren's future in Devon where there appears to be institutional racism and outright discrimination. In the PCC plan, I've found diversity is mentioned only once and no clear plan to address racial profiling, stop and search or other issues of concern to BAME communities.

My question is: What is your strategy to tackle these issues, reconciling the need for a more diverse police force against the use of racial profiling which alienates potential recruits?

The response was provided by Alison Hernandez as follows:

We want to build safe, resilient, connected communities.

- this was tackled by concentrating on these five areas as a strategy:
- scrutinise police forces use of their powers, particularly stop and search;
- organise engagement events that promote interaction between different communities;
- commission services directly for victims of crime, and work with specialist organisations;
- challenge the National Recruitment Processes;
- promote hate crime reporting, how to do it, where to go, convictions that have been achieved against people who have been victims of hate crime and campaigns with others across the criminal justice system.

Alison Hernandez agreed to send the full written response directly to Ms Errington.

25. **County Lines**

Fran Hughes, Chief Executive – Office of the Police and Crime Commissioner, introduced this item by highlighting key issues and was joined by Detective Chief Superintendent Steve Parker, Head of Crime for Devon and Cornwall Police.

The following key points were highlighted:

- the report looks at how the Police intervene and reduce harm in the community;
- County Lines crossed a number of crime types, serious violence, modern slavery, human trafficking. This crime had criminal elements, there was a need to safeguard vulnerable members of the community;
- the end of the report showed useful indicators and signs which may be useful to feed back to Local Authorities and communities to raise awareness of what to look out for with County Lines crime;
- the report showed how best crime could be reported, online, 101, or

anonymously via Crime Stoppers.

The Panel discussed:

- how the panel could be involved and give the Police and Crime Commissioner more support?
- how the Covid pandemic had impacted County Lines?
- that that one of the signs to look out for was more people calling at neighbours' homes; how could neighbours differentiate between gifts being delivered or drug deliveries?
- was there a knife crime epidemic and a surge in County Lines gang related violence, or was it just good aggressive policing to disrupt the villains?
- there had been a 13% increase in weapons offences in the last year. What has made us better at that? Was there an uptake in gang related, drug related activity that may be coming from up country; are we uncovering what's always been there or was there a significant increase in threat?
- was the Public Health budget a constraint on the impact that police could make on this issue?
- with regards to item 4.13 on page 21 – an awareness workshop took place for agencies and organisations who engage with homeless individuals; when did they take place, who attended, were district council officers attending and were county council children services officers also attending?
- p19 of the report showed figures for 16/17 going into 18/19 drug trafficking offences went from 656 to 1027, this was a massive increase. Was this because more drugs traffic was being picked up due to less traffic to hide in? Is this graph going to go up in a similar fashion and were we prepared for it?
- would the Police and Commissioner be able to develop a strategy that the panel could understand, with clear indicators of progress going forward?
- that a previous recommendation for 101 RAG ratings to go from amber to red was ignored and it was queried how seriously the panel's recommendations were taken by the Police and Crime Commissioner;
- how did the Commissioner see her role in supporting the panel with the ongoing scrutiny function, which would be clear, continuous and effective?

The Police and Crime Commissioner responded to all questions and clarified that no recommendations from the panel were ignored, and that they were considered and dealt with appropriately. The issue of 101 would be discussed under a separate agenda item. It was stated that minutes, actions and requests for information needed

to be sent to the office of the Police and Crime Commissioner in a timely manner in order to provide a written response.

It was challenged by Councillor Haydon that actions from the previous meeting held on 25 September 2020, had been emailed to the Office of the Police and Crime Commissioner on 9 October 2020 therefore adequate time had been provided for a response for the November meeting.

Councillor Derrick proposed and Councillor Haydon seconded that in light of the serious nature of the County Lines Challenges to policing and crime prevention the panel recommends that PCC publishes a clear strategy to set out the key objectives in addressing county lines to include key indicators to be reported to the panel as necessary. These indicators are to be aimed at allowing panel members to assess critical emerging trends including rising weapons related crime. This was agreed by Members.

Recommendation –

1. In light of the serious nature of the County Lines challenge to policing and crime prevention, the Panel recommends:
 - That the PCC publishes a clear strategy highlighting the principal objectives in addressing County Lines, to include key indicators to be reported to the Panel as necessary. These indicators are to be aimed at allowing Panel members to assess critical emerging trends such as rising weapon related crime and gang violence.

This was proposed by Councillor Derrick and Seconded by Councillor Haydon. This was voted on and agreed by the Panel.

2. Councillor Hackett's proposed that a tracking resolutions and recommendations item be added to each agenda in order to record and monitor progress which the panel wish to be kept in the public domain. This was agreed by Members.

26. **Update on Prevention of Serious Violence Programme**

Alison Hernandez, Police and Crime Commissioner, presented the update on the Prevention of Serious Violence Programme. Key points highlighted to Members included the following:

- a director had been appointed for the programme on serious violence who would be starting in January 2021;
- Crest Advisory had been procured to assist with the data collection exercise;
- statistical reports would be available in the next couple of months to assist with who and where attention would be focused;
- a number of projects had been commissioned including Turning Corners, a

gang related project for Teignbridge and South Hams;

- a project had been commissioned for the young people in and near the Falmouth area, as a test bed, for 6 months to look at how better young people could be supported through a community response;
- a meeting took place with the Minister for Vulnerability, Victoria Atkins (she worked with the Police on Operation Encompass). We were presenting the successes, we won the world class policing award for this work. We have a unique opportunity to work alongside partners in our communities to drive this work forward;
- when the Domestic Abuse Bill comes in work would be undertaken to identify and recognise individuals as victims in their own right. That would be a major shift in how services are delivered and would mean challenges.

The Panel discussed:

- their concerns with the increase in figures;
- that abuse would likely affect victims from conviction through to later in life when the defendant was released from prison. These victims had massive scarring and required a lot of support. *(Councillor Haydon requested that the Commissioner looked into this from a Police perspective and would provide examples to the Commissioner outside of this meeting);*
- that the report highlighted the partnership practice and Public Health approach, and questioned if the budget that the Government gave Local Authorities for Public Health were a constraint on the partnership being effective?
- how partnership funding was divided and requested that data was provided to the panel as well as the partnerships' effectiveness;
- why was any tracking of violent crime and other crime trends removed from the Police and Crime Plan first brought forward in June 2017?
- why in the report in May 2018 was there no mention of violent crime?
- the number of PCSO's and how they have been re-absorbed in the police force.

The Police and Crime Commissioner clarified that the Panel needed to consider their role, as it was not for them to hold the Commissioner to account; the panel's role was to scrutinise and support the Commissioners actions and decisions. The ballot box held the Commissioner to account. It was highlighted that the first few years of office had been about prioritising recruitment of Police Officers, as there was flexibility from the Government to uplift council tax, initially supported by the public, this waned with increases in council tax bills. The priority had been increasing force officer numbers. There was a fund in place this year to assist with

serious violence with a programme of doing things differently than we normally do. The commissioning budget report would show a lot of budget will be around focus and preventing violence.

The Panel noted the update.

27. **Update on recommendations from I01 deep dive**

Alison Hernandez, Police and Crime Commissioner, presented the update on recommendations from the I01 deep dive.

Key points highlighted to Members included the following:

- that the panel's recommendations had been taken to the Scrutiny panel and these would be answered as part of the scrutiny process. The first scrutiny panel took place on 11 November 2020; there were lay scrutiny members that work with us on stop and search and 2 Councillor advocates that had also joined the panel;
- two more meetings were yet to take place to explore the scrutiny, one on 24 November 2020 and the last one on 3 December 2020, a report would be ready early in the New Year before the next panel;
- the panel recommendation regarding the RAG rating change to red from amber was not put in place because of the following reasons:
 - There was an annual action plan that the I01 team always worked to in terms of improvement. There was a range of activity and actions already underway;
 - The Commissioner felt that no more actions should be undertaken when I01 was in the process of being scrutinised, until the problems were known, and needed to wait until the scrutiny process was complete;
 - This may well come out at the end of the process as a red RAG rating after the scrutiny, but until the next 2 phases had been completed this would will be paused until the whole process had been through the scrutiny panel.

The panel discussed:

- why a representative from the Police and Crime panel wasn't on the scrutiny panel to put reasons and cases forward?
- when the scrutiny process would be completed?
- if the Commissioner felt that the investment of £1.3 million had been value for money to achieve these results?
- if the Police communications team could send an update via email of how to report something to the Police? This could be communicated via Members' own social media channels;

- that the 101 calls had dropped from 86% to 65% and maintained the same RAG rating and that it would be beneficial to split down the number of issues within 101 and give them a separate RAG rating;
- the usefulness of the RAG ratings and how they could give the panel or the general public any sense of confidence that things were going well?
 - There was a repeat victimisation RAG rating, which was green, despite the fact it hasn't improved, 26% static, not changed, so why was it green?
 - Attendance time was green, but was worse than the national baseline; should it be amber?
 - Email and text response time was nowhere near base line, 71% response in 24 hours compared to 98%, but this was green.

The Commissioner advised that she was nervous of changing the 101 RAG rating to red and making an action happen as 4 years had been spent completing lots of actions and these were currently being scrutinised. Panel members were encouraged to contact the Commissioner's office with specific examples of people having to wait for the 101 call in order for it to be investigated – it was highlighted that a web chat function was also available. The RAG rating detailed how the Police and Crime Commissioner was holding the police force to account and their performance and what could be done if performance wasn't satisfactory.

It was agreed that the Police and Crime Commissioner would send the link to Councillor Rule regarding live waiting times so that these could be passed on to community groups.

The Panel noted the update.

28. **Commissioner's Update Report**

Alison Hernandez, Police and Crime Commissioner, presented the Commissioner's Update report.

Key points highlighted to Members included the following:

- the Police and Crime Commissioner offered her thanks to the services she worked with or commissioned for that had all won awards or national awards: Howard Leagues of Penal Reform; Circle South West; Trevi House; Restorative Justice Services;
- that the main subject of contact from local communities linked to speeding and more enforcement in their area;
- a lot of effort had been made to maintain business as usual during Covid; the Commissioner wanted to pass on a huge thank you to her team who have been incredible holding things together, both as part of the crisis response and delivering business as usual. She also thanked panel members who have continued to run meetings during this process which

demonstrated good governance.

Panel Members discussed:

- how the survey results would affect the budget?
- requested an update on estates and investments in relation to the facilities in Plymouth;
- how the report highlighted that we had only been reimbursed for half the PPE of £1.5 million (received £700k of the national £30 million) and that this wasn't fair funding for Devon and Cornwall disregarding the summer policing challenges. Did the Police and Crime Commissioner agree that this fell far short of the Government promise around Covid?
- that two years ago it was mentioned publically that a £13 million building in Bodmin would be built, where was that included in the schedule?
- how the Police and Crime Commissioner worked with the camera safety partnership on priority of areas and if she had any influence in where they work in local communities?
- her response to the review of the highway code in particular regard to support for horse riders in rural roads;
- the Police and Crime Commissioner's stance on pavement parking;
- if the Commissioner would commit to a detailed review of the Plymouth command estates and infrastructure requirements with a view to making a clear report regarding the future prospects for upgraded infrastructure in Plymouth?

It was agreed that the Police and Crime Commissioner would provide Members with responses upon information requested upon the Highway Code and pavement parking.

Members noted the update report.

29. **Office of the Police and Crime Commissioner's Performance Report**

Alison Hernandez, Police and Crime Commissioner, presented the Office of the Police and Crime Commissioner's Performance report and highlighted that the report was the same as that provided to Members at the previous meeting.

The Panel discussed the tracking of indicators at future meetings, and the green rating in the report linked to the public confidence in the Police and Crime Commissioner.

Alison Hernandez, Police and Crime Commissioner, clarified that the responsibility of monitoring performance was that of the Chief Constable. With regards to public

confidence, the police force did a survey during the Covid pandemic and 91.2% of the public that took part showed their support of the approach taken by the Police in dealing with Covid 19. Public confidence had increased due to the visibility and leadership shown from the police force.

Recommendation -

- I. In light of the dissatisfaction of Panel members over the accuracy and utility of the Police and Crime Plan performance measures and their grading, the Panel recommends:
 - That the future Police and Crime Plan takes a new approach to performance criteria and associated grading to ensure that they are useful to Panel members and the public, by providing meaningful feedback on key performance criteria as they change over time.

This was proposed by Councillor Derrick and Seconded by Councillor Haydon, This was voted on and agreed by the Panel.

30. **Devon and Cornwall Police and Crime Panel - Complaints against the PCC**

Fran Hughes, Chief Executive of the Office of the Police and Crime Commissioner, advised the Panel that there were no new complaints about the Commissioner for this report. In terms of the one discussed previously, there had been no unlawful activity from the Commissioner and the matter had been dealt with and was now closed.

The Panel noted the report.

31. **Work Programme**

Jamie Sheldon (Senior Governance Advisor) presented the Work Programme to members of the Panel –

It was agreed that the next meeting would focus on the Police and Crime Commissioner's proposed precept and the scrutiny of the I01 report. Members were asked to contact the Chair or Jamie Sheldon (Senior Governance Advisor) with any suggestions to be included on the Work Programme.

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**THE OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR
DEVON, CORNWALL AND THE ISLES OF SCILLY**

FOI Open

**SAFE, RESILIENT AND CONNECTED
COMMUNITIES**

Police and Crime Panel Meeting
Friday 5th February 2021
Report of the Police and Crime Commissioner

**Proposed Precept, Budget and Medium Term Financial Strategy
(MTFS)
2021/22 - 2024/25**

1. Summary

- 1.1. This report considers the future four-year financial position for the Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly (the Commissioner) and Chief Constable and presents the Commissioner's council tax precept recommendation for 2021/22 for consideration by the Police and Crime Panel.
- 1.2. The Commissioner's proposal is for a total precept of £143,625,914 which equates to a council tax Band D of £236.56. This represents an increase of £14.92 (6.73%) in the Band D equivalent for the police element of the council tax for the 2021/22 financial year. It is the intention to increase the available resources to policing which will allow for investment in 2021/22.
- 1.3. Items for the Police and Crime Panel to note:
 - The Commissioning Intentions Plan attached as Appendix 3.
 - That the Reserves Strategy, Treasury Management Strategy and the Capital Strategy will be published online to enhance transparency.
 - Police Officers and Police Staff have received an overall 2.5% increase in pay for the year to August 2021, in accordance with government pay settlements. However, as part of the Spending Review announced in

November 2020 the indicative pay award from September 2021 has been set at 0%.

- That Devon and Cornwall will receive an uplift of 141 officers from the 6,000 additional officers allocated by the government for 2021/22 under Operation Uplift.

1.4. With the increase in funding that I intend to make available to the Chief Constable through the precept (as outlined in the MTFs) we have identified a number of areas for priority investment. This will deliver a progressive policing service which connects to protect our people, prevent crime, reduce violence and create jobs at a time of job insecurity. The letter from the Chief Constable attached at Appendix 2 sets out these areas but the key developments are:

- £626k for improved customer service in contact centres – increasing the staff numbers by 22 in the contact centres to have a positive impact on waiting times.
- £300k on Police Technology relating to drones – to improve public safety and provide a more responsive service for searches, public order events and evidence gathering.
- £1.15m on Crime Investigation – to fund 29 police staff investigators to resolve crimes more quickly and have a positive impact on violent and sexual crime offenders and victims. This will also provide improvements for investigations that relate to proactive pursuits and serious and organised crime.
- £316k on Professional Standards – to provide additional resources to the teams that deal with the relatively new Conduct and Complaint Regulations 2020. This will improve the timeliness and frequency of hearings and appeals.
- £850k on enhancing data reliability, accuracy and security – to improve the quality of the information held to drive crime prevention and public safety.
- £150k on Blue Light collaboration – to further enhance opportunities to collaborate with other emergency services to include coastal and maritime settings.
- £80k on Special Constabulary – to further innovate and support the role and activities of the Special Constabulary which could include further benefits following the enhanced allowance pilot scheme.
- £551k on increase Police Officer numbers – to further increase the number of officers recruited to Devon and Cornwall. This would see a further 40 officers recruited over and above the national uplift target of 141 announced by the Home Office.

1.5. When coupled with the national uplift in officers of 141 this will see 232 additional front line posts.

1.6. The Police and Crime Plan is a requirement of the Police Reform and Social Responsibility Act 2011 (PRSR). The strategy used to produce this MTFS is my published Police and Crime Plan for 2017-2020 'Safe, resilient and connected communities' which is focused on the following five key objectives:

- Connecting our communities and the police – through a new Local Policing Promise to ensure policing in the local area is 'Accessible, Responsive, Informative and Supportive'.
- Preventing and deterring crime – so we can stop people becoming victims of crime and help them move on with their lives.
- Protecting people at risk of abuse and those who are vulnerable – safeguarding the vulnerable and keeping them safe from harm.
- Providing high quality and timely support to victims of crime to help them recover and to get justice by improving the criminal justice system.
- Getting the best out of the police – making best use of our resources, supporting and developing our workforce and working well in partnership with others.

1.7. This report has been produced in consultation with the Chief Constable.

2. Recommendation

2.1. That the Police and Crime Panel accept the council tax precept proposal of an additional £14.92 (6.73%) per Band D equivalent.

EXECUTIVE OVERVIEW BY THE POLICE AND CRIME COMMISSIONER

3. Introduction

- 3.1. Owing to the delay in the Police and Crime Commissioner (PCC) Elections 2020 due to the COVID-19 pandemic this is my fifth budget since taking office which builds upon the same principles that underpinned my first i.e. that it is progressive, modernising, sustainable and financially stable. In what has been an extraordinary year for the whole world I must pay tribute to the Chief Constable, Shaun Sawyer, and his team for the leadership they have shown across the public sector and with the whole host of community and voluntary sector organisations who have joined in our peninsula-wide efforts to protect our communities. I would also like to recognise the national role in civil contingencies which Deputy Chief Constable Paul Netherton has led for UK Policing. The collective leadership of policing with health colleagues and with the consent and active participation of our communities has enabled residents in Devon, Cornwall and the Isles of Scilly to be resilient against this terrible virus. Whilst the development of a vaccine represents light at the end of the tunnel, I do not underestimate the long term personal and economic impacts which the legacy of the virus will leave in the peninsula. With the remaining uncertainties I am seeking to ensure that the resources available to the Chief Constable remain appropriate for the challenges ahead. They must allow us to collectively help keep our communities safe and be sufficient to improve public confidence while successfully tackling 21st Century crime.
- 3.2. We have had a very successful year despite the global circumstances. In the early part of the year Office for National Statistics (ONS) crime data showed that Devon and Cornwall was the safest place in the country to live. More recent updates have shown that the force has slipped one place to being second, but this is a remarkable achievement given current demands and the summer surge in demand which central government is aware of thanks to our campaign. The force has continued to deliver the objectives I set in my Police and Crime Plan and despite multiple resource challenges has delivered in every area.
- 3.3. The OPCC team have likewise continued to work extremely hard throughout the year. Despite largely working from home, they have delivered business as usual, to very high standards and supported our communities to navigate significant complexity in funding opportunities and new legislation throughout. I am very proud of the fact that my team have secured over £2m additional resources over the last year which has directly benefited the most vulnerable in our communities. The full details of all this activity is detailed in the COVID update reports which have been previously submitted to the Police and Crime Panel.

4. Funding

- 4.1. The Government has increased the funding available to policing this year. However, the settlement for policing is still only for a one-year period, which makes long-term financial planning a significant challenge. It has made it clear that a combination of additional central grant and local council tax increase are available to increase police officer numbers over the next two years. However, the profile of these officers has changed to 6,000 in 2021/22 and 8,000 in 2022/23. The government has also given police and crime commissioners additional flexibilities in their council tax precept for 2021/22 by up to £15 (6.77%) for a Band D property.
- 4.2. Despite the COVID restrictions police officer recruitment in Devon and Cornwall has remained strong and in line with the requirements of the additional funding and with the increase in police officers funded by precept increases.
- 4.3. As in previous years the settlement comes with very specific conditions which must be met. These include the Police Uplift Programme, an ongoing commitment to drive efficiency, productivity and effectiveness through joint procurement, enhanced productivity using technological solutions and achieving best value on police technology.

5. Public Engagement Survey results

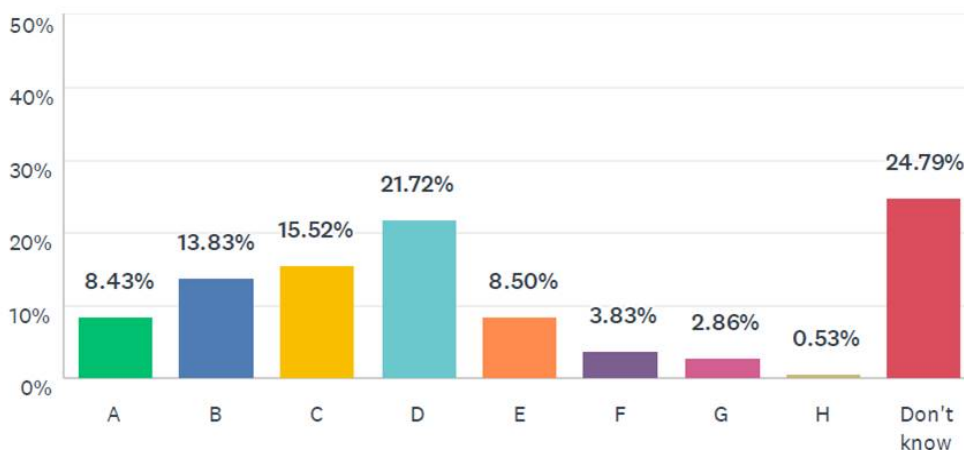
- 5.1. As part of my commitment to actively engage with the communities of Devon, Cornwall and the Isles of Scilly I launched the annual policing survey on November 6, 2020.
- 5.2. The aim of the exercise was to survey a representative sample of residents on their views and experiences of policing in their communities. Collecting information in this way will inform the next Police and Crime Plan and assist with decision making related to the 2021/22 policing and commissioning budgets.
- 5.3. Due to the Covid-19 pandemic face-to-face engagement used to promote surveys and polls of previous years was not possible so there was a greater reliance on using traditional media, social media, virtual meetings and email newsletters to engage participants.
- 5.4. The quantitative survey was designed to seek significant levels of engagement on questions around policing and investment priorities before the 2021/22 budget proposals were finalised. It was supplemented with a series of qualitative telephone interviews with members of the public that took place once budget proposals were finalised to gain a more in-depth understanding of policing priorities.
- 5.5. The digital survey ran from November 6, 2020 to January 3, 2021. Telephone interviews were carried out between January 20, 2021 and January 28, 2021.
- 5.6. The main points of the survey undertaken from November 6, 2020, to January 3, 2021, were:

- The survey was completed by 4,130 people, making it statistically significant.
- Most of those (52%) who had contact with the police in the 12 months prior to taking the survey were either **very satisfied** or **satisfied** with their chosen method.
- In relation to policing priorities Question 6, **Where do you perceive that policing needs greater investment? Preventing crime** remained the most popular choice (as it was in 2019/20, when the same question was posed in our annual survey). **On our Roads** was second most popular choice and **On the Streets Where I Live** was in third place. These were third and second place respectively in the previous year's survey.
- **Antisocial behaviour, drug dealing** and **road traffic offences** were the offence types that participants felt most need dealing with in their communities.
- In terms of national policing priorities **reducing neighbourhood crime** was participants' highest priority, with **disrupting drug supply** in second place and **reducing serious violence** in third (of six priority areas).
- Most participants (64%) were not aware that 24-hour victim care services were available for residents of Devon, Cornwall and the Isles of Scilly.

5.7. The breakdown of the respondents over council tax band's is shown in the table below. This shows that 59.5% of those that responded stated they resided in a household that was a Band D or below.

Q3 What council tax band is your household?

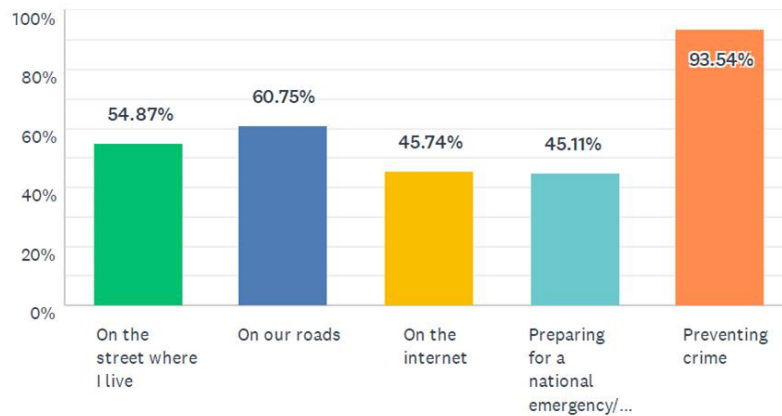
Answered: 4,130 Skipped: 0



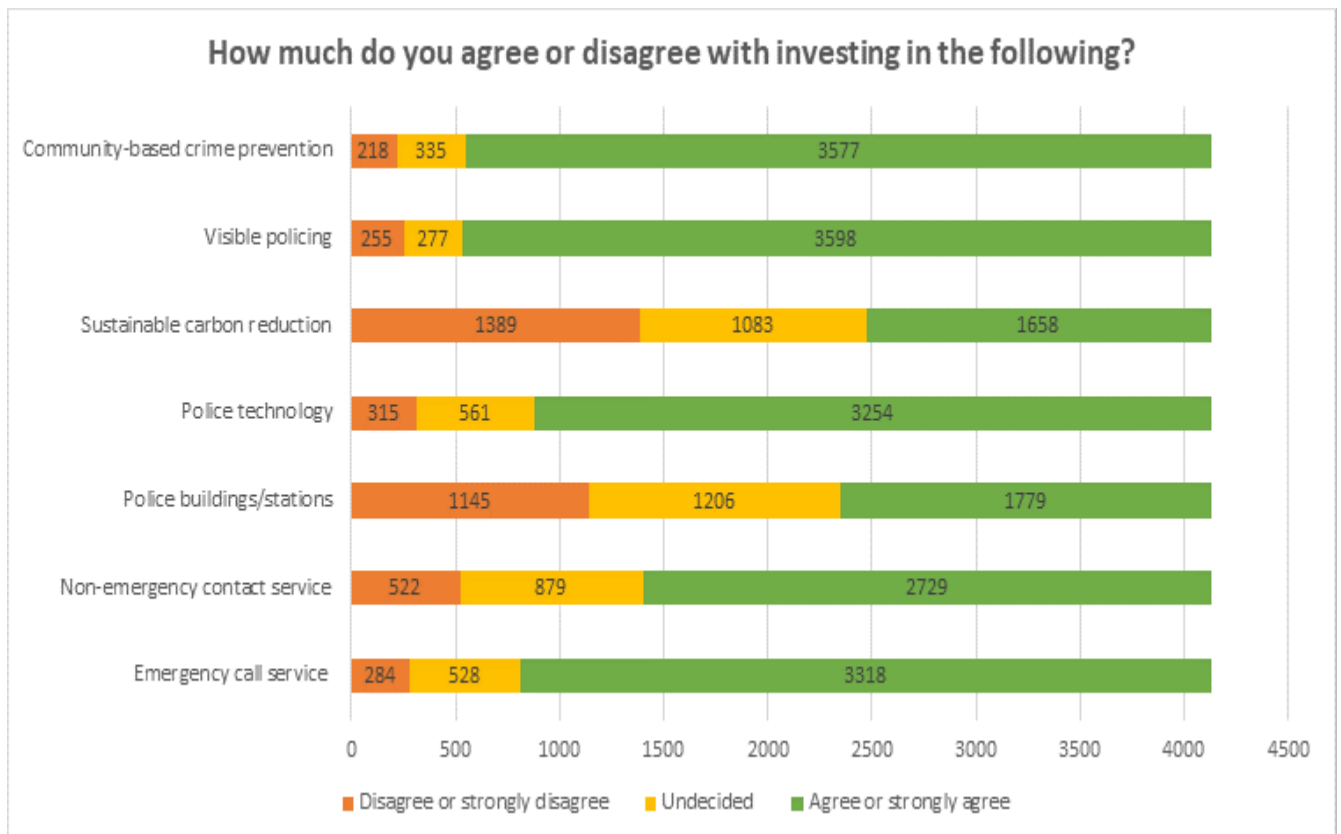
5.8. Below is a bar chart showing the levels of support for the policing priorities.

Q6 Where do you perceive that policing needs greater investment? Please select three from the following options:

Answered: 4,130 Skipped: 0



5.9. The community were also asked about their views of some preferred options when asked a series of statements.



5.10. The final report on the full survey is attached in Appendix 5.

5.11. An independent review of the budget consultation was commissioned and undertaken by the South West Audit Partnership (SWAP). This was assessed against the guidance issued by the Association of Police and Crime Commissioner Chief Executives (APACE) in June 2020. The report concluded:

“Overall, the ‘Have your say on the funding of policing in Devon, Cornwall and the Isles of Scilly’ was a broad and comprehensive consultation with the public,

seeking a range of views on policing priorities, as well as other topics that will provide insight to the OPCC”.

6. Future Changes

- 6.1. In summer 2020 the Home Secretary Priti Patel announced a national review of Police and Crime Commissioners in two phases. The first phase was undertaken in the Autumn of 2020 and sought feedback on governance issues such as the role of PCCs in Fire Governance, Police and Crime Panels and community engagement activity and the results are awaited. A second phase is planned for after the 2021 PCC elections and is anticipated to cover a broader range of areas associated with the role of PCCs in the wider criminal justice arena.

Alison Hernandez
Police and Crime Commissioner
February 2021

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MEDIUM TERM FINANCIAL STRATEGY (MTFS) AND PRECEPT PROPOSALS

7. Introduction

7.1. This report will cover the revenue and capital budgets for 2021/22 together with the projections for 2022/23 to 2024/25. The specific areas that will be covered are the:

- National context.
- Local and regional context and funding levels.
- Council tax levels and assumptions.
- Revenue expenditure.
- Capital programme.
- Reserves.
- Risks.

8. National Context

8.1. On 25th November 2020 the Chancellor of the Exchequer announced the outcome of the one-year Spending Review 2020. Originally, it was expected that the government would undertake a three-year spending review. However, the impact of Covid-19 has created significant uncertainty and therefore the government moved to a one-year settlement. This set out the public spending totals for the financial year 2020/21.

8.2. The provisional Police Settlement was published on the 17th December 2020. The Home Office opted for a provisional settlement rather than proceeding straight to final settlement in order to obtain feedback from stakeholders. The deadline for submissions to the provisional was 15th January 2021. This settlement takes place with a backdrop of severe economic difficulties due to the ongoing Coronavirus Pandemic as well as uncertainty around Brexit. GDP for the year was down 11.3%, the largest recession recorded.

8.3. The Home Secretary reinforced her determination to strengthen the police service and tackle the level of crime, particularly violent crime, across the country.

8.4. The overall funding package provides additional funding to increase investment in the police system by up to £703m in 2021/22. This level of investment assumes that all PCCs will maximise council tax flexibility. The provisional settlement headline data includes the following:

- A £415 million increase in core grant funding to PCCs. This additional funding will support year two of the Police Uplift Programme and is net of the £120m efficiency target.
- £100 million of this funding will be ringfenced and allocated according to funding formula shares. In line with the process in 2020/21 this will be paid in line with progress on recruitment targets.
- Up to £288 million additional funding from council tax precept, if all PCCs maximise their precept flexibility. PCCs have been given the flexibility to increase the precept by up to £15 for a Band D equivalent property.
- PCCs will receive a portion of the £670 million additional grant funding announced for local council tax support.
- 75% of council tax losses (due to Covid-19) to be compensated.
- A pause in pay awards affecting Police Officers and Police Staff.

8.5. The settlement also includes the following:

- Confirmation of the continuation of the pension fund agreed in 2019/20 of £153m.
- A reduction and realignment of the funding of national priorities (see table below on the top-slice)
- Confirmation that the capital grant will remain cash flat at £12.3m.

8.6. The settlement represents an average cash increase in total funding for England and Wales of 5.4% between 2020/21 and 2021/22. However, this increase includes funding to cover the increased growth expected as part of the uplift programme.

8.7. The Capital Grant for Devon and Cornwall remains at £296k for 2021/22.

8.8. The Government expects the police to continue to build on the progress that has been made in terms of efficiency and productivity. The expectations from this settlement are:

- Forces to recruit another 6,000 officers by the end of March 2022 (some of these officers are expected to go into Counter Terrorism Policing, Regional Organised Crime Units (ROCU) and the National Fraud Intelligence Bureau).
- £120m efficiency savings from across the law enforcement sector. These are expected to be delivered through a combination of improved procurement practises as well as savings in areas such as estates, agile working and shared services.
- High quality data should be collected and used to support local delivery, identify efficiencies and support the National Policing Board's drive to deliver the best possible outcomes within policing.

- 8.9. As in previous years the overall funding available to the police has been top sliced for central initiatives. The level funding of the top slice has reduced by £87.5m (8%) from 2020/21. The effects of top slicing at a national level are shown in the following table:

National Top Slice	2020/21 £m	2021/22 £m	Increase/ (Decrease) £m	% Variation
PFI	72.8	71.6	- 1.2	-2%
Police Technology Programme	498.4	484.7	- 13.7	-3%
Arm's Length bodies	73.1	70.5	- 2.6	-4%
Top ups to NCA and ROCU's	56.8	4.9	- 51.9	-91%
Serious Organised Crime Strategy	140.0	146.3	6.3	5%
National Policing Capabilities (NPCC)	-	3.2	3.2	n/a
Special Grant	80.9	54.8	- 26.1	-32%
Police Uplift Programme	16.5	14.5	- 2.0	-12%
National Operational Policing Unit	2.9	2.9	-	0%
Bluelight Commercial Organisation	3.7	5.0	1.3	35%
National Capability Programmes	47.0	38.7	- 8.3	-18%
Forsensics	28.6	25.6	- 3.0	-10%
Police Now	7.0	7.0	-	0%
Serious Violence Strategy	38.9	38.9	-	0%
Safe Streets Fund	10.0	20.0	10.0	100%
Counter Terrorism	32.4	32.5	0.1	0%
International Crime Coordinations Centre	-	5.0	5.0	n/a
Prum	1.8	-	- 1.8	-100%
Science, Technology and Research	8.0	5.2	- 2.8	-35%
Pre charge Bail	2.0	2.0	-	0%
Total	1,120.8	1,033.3	- 87.5	-8%

- 8.10. Although the top slice has reduced it is expected that additional costs and charges will arise as a result of some of these central initiatives. Changes may also be required to ICT systems in order to ensure these projects can be used locally.
- 8.11. Planning for beyond 2021/22 is very challenging. There is significant activity which will impact on this planning:
- The impact of the continuation of the COVID-19 pandemic.
 - The delayed multi-year CSR now due to be completed in time for the next settlement.
 - The anticipated review of the funding formula.
 - The delayed PCC elections, now due May 2021.
 - The long-term funding plans for the uplift in police officers due to one-year budgeting.

- Centrally driven ICT programmes such as the replacement of Airwave and the Police National Computer.
- 8.12. There are a number of areas, outside the level of central government grant, in this MTFs that are sensitive to changes in the wider economy. These are:
- The interest earned on the reserves which is linked to the bank base rate. These income levels have been significantly reduced for 2021/22.
 - The fall in the value of sterling against the Euro and the Dollar can lead to some additional inflationary costs. As nearly 84% of the MTFs budget costs are employment related these costs are relatively protected from this variable. The most significant impact is likely to be on fuel and computer products.
 - The impact of Brexit which has been hard to predict, and which is still not readily visible.

9. Local and Regional Context and Funding Levels

- 9.1. The local impact of the provisional settlement will provide increased funding for Devon and Cornwall. The overall effect of the funding announced within the provisional settlement is shown in the table below.

Summary	2020/21 £m	2021/22 £m	Variation £m	Variation %
Core Grant	116.0	119.2	3.2	
DCLG Formula	63.5	71.5	8.0	
Legacy C/Tax Grants	15.5	15.5	-	
Grant	195.0	206.2	11.2	5.7%
Council Tax	136.0	143.6	7.6	
Council Tax Surplus/ -Deficit	1.4	- 0.1	- 1.5	
Total Council Tax	137.4	143.5	6.1	4.4%
Council Tax - Support for CTR	-	0.8	0.8	
Council Tax - Support for Deficit	-	0.1	0.1	
Funding Available	332.4	350.6	18.2	5.5%

- 9.2. The core grant funding has increased by £11.2m. This additional funding is required to cover the uplift in officers, along with the pay award, inflation and other pressures.
- 9.3. The council tax funding for 2021/22 has been particularly complex due to the impact of the economic crisis on council tax payers. The impact has been seen in a number of areas:
- The payments due for the 2020/21 council tax bills have seen an increase in the level of delayed or non-payment due to the volatile employment

market. This has seen the predicted surplus move to a deficit. In order to provide support to preceptors the government has stated that the deficit relating to the impact of COVID will be repaid over three years and indicated that 75% of the irrecoverable deficit to be funded by grant. It is estimated that this will equate to £300,000 for Devon and Cornwall spread equally over three years.

- It is predicted that there will be a significant increase in those council tax payers requiring support via the council tax reduction scheme. This reduces the overall council tax base for preceptors. In order to provide support the government has announced a fund of £670m. This equates to £2.49m for Devon and Cornwall and has been spread equally over three years. This has been done to ensure that the impact on the reduced council tax base is smoothed to give time for the council tax base to recover.
 - The level of house building has been impacted upon by the pandemic which has reduced the overall council tax base for preceptors.
- 9.4. The proposed increase to the Band D precept by £14.92 equates to an increase of 6.73% on the council tax to be paid for Devon and Cornwall. This increase generates funding of £7.6m but when combined with the changes to the overall surplus/deficit is anticipated to reduce this increase in funding to £6.1m.
- 9.5. At the time of writing this report the allocations to individual PCCs for the funding for counter-terrorism policing have not been announced. However, based on previous years we are not anticipating there will be any increased funding for Devon and Cornwall.
- 9.6. The pay award is the most significant inflationary pressure on the budget with the overall pay budgets being 83% of total expenditure for 2021/22. During 2020/21 pay awards of 2.5% were agreed for both police officers and police staff to cover the year 1st September 2020 to 31st August 2021. However, as part of the Spending Review in November the Chancellor announced a pause on pay awards for 2021/22.
- 9.7. Unless significant, any changes to the revenue generated from the final declared council tax surpluses or council tax base changes will be dealt with by way of a transfer either to or from general balances.
- 9.8. The overall level of funding is set to increase by 5.5%. With the majority of this increase (5.7%) falling on the grant funding. Table 3 below shows a summary of the main increases in expenditure of 2020/21.

Summary	2021/22	
	£m	£m
Additional Funding (see table 2 above)		18.2
Increases		
National Police Officer Uplift	4.2	
Local Police Officer Uplift	0.6	4.8
Unavoidable Changes		
Pay Inflation	4.3	
Non Pay Costs	2.2	
Commitments	3.6	
Transfer of National Commitments	0.8	
Capital Funding	- 0.2	10.7
Investment		3.5
Change in the use of Reserves		1.1
Savings		- 1.9
		18.2

9.9. The key financial information relating to the four-year budget requirement and the precept increase is shown in Appendix 1. The level of council tax funding equates to 40% of the overall income for 2020/21 which is the same as 2021/22.

10. Setting the Council Tax

10.1. Government guidelines have set the maximum amount that the council tax can be increased, without triggering a referendum, at £15 (6.77%). The proposed increase from the Commissioner is £14.92 (6.73%). The budget forecasts contained in this report are based on this assumption. The impact on the Band D council tax is shown in table 4 below.

Valuation Band	2020/21 £	2021/22 £	Increase £	Increase %	Increase per day £	Increase per week £	Increase per month £
A	147.76	157.71	9.95	6.73%	0.03	0.19	0.83
B	172.39	183.99	11.60	6.73%	0.03	0.22	0.97
C	197.01	210.28	13.27	6.73%	0.04	0.26	1.11
D	221.64	236.56	14.92	6.73%	0.04	0.29	1.24
E	270.89	289.13	18.24	6.73%	0.05	0.35	1.52
F	320.15	341.70	21.55	6.73%	0.06	0.41	1.80
G	369.40	394.27	24.87	6.73%	0.07	0.48	2.07
H	443.28	473.12	29.84	6.73%	0.08	0.57	2.49

11. Detailed Total Budget Requirement

11.1. The overall revenue position for 2020/21 indicates a small underspend position. A review of 2020/21 expenditure has been undertaken in preparing the budget to ensure that any underlying pressures have been appropriately reflected in future years' budget assumptions.

Financial Planning Assumptions

11.2. A list of budget assumptions is attached in Appendix 1. Key assumptions are covered below:

- General inflation.
- Pay awards.
- The capital programme and force investment (which affects revenue costs and new borrowing – this is covered in section 7).
- The Council Tax base.
- Staff Pension Contributions

11.3. **General Inflation** – Inflation has only been applied to budgets that are subject to inflationary pressures. CPI for November 2020 was 0.3%

11.4. **Pay Awards** – A 2.5% pay award was agreed for police officers and police staff from September 2020. As announced by Government in the autumn spending review no pay award has been assumed from 1st Sept 2021. The MTFS assumes that a 2% pay award will be applied on 1st September 2022, 1st September 2023, and 1st September 2024 for police officers and police staff.

11.5. **Council Tax Base** - The council tax base which consists of the total value of properties by band has decreased by 1.03% for 2021/22 due to the impact of the COVID 19 pandemic. As stated previously in this report, some support has been provided by central government to compensate for this decrease. It is anticipated that growth will be seen in 2022/23 and beyond.

11.6. **Staff Pension Contributions** – The Police Office pension's contribution rates are set by central government and equate to 31% in 2021/22. A notional £1m has been added to the MTFS from 2023/24 when the results of the next actuarial valuation is expected. The police staff pension contributions rates are set by the pension provider (Peninsula Pensions hosted by Devon County Council) and are set at 16.5% from 2021/22.

12. The Overall Budget Preparation

12.1. The budget process for 2021/22 has been undertaken on a similar basis to that of the previous year. This is shown in Appendix 1 and includes the identification of:

- Unavoidable changes in costs arising from the budget assumptions and other factors for example changes to external income and specific grants.

- Priority spending areas that are essential to delivery of the Police and Crime Plan and to improving the long-term efficiency of the service.
- Savings required.

Savings Plans

- 12.2. Over the next four years we will continue to seek savings and efficiencies in order to reallocate resources. The cash savings that may need to be made will be impacted upon by the overall government Comprehensive Spending Review, which will determine government grant and future referendum limits.
- 12.3. Where possible non-staff savings are maximised in order to protect public services. These include further reductions in estate costs, transport costs and ICT running costs.
- 12.4. In order to continue to further drive productivity and value for money, the Chief Constable will continue to challenge costs of operational business areas across the force, to seek financial and time savings not only for this coming year but also the for future years. In order to optimise procurement savings the BlueLight Commercial Company funded by the Home Office has been set up to provide collaborative procurement solutions to forces. This along with the expansion of the regional procurement collaboration, to include Avon and Somerset and cover all five forces in the region, will achieve greater efficiencies for the whole region.

The Main Budget Components

- 12.5. The total budget requirement is built up of three main areas:

- The Chief Constable's Budget.
- The OPCC Office Budget and Commissioning Budget.
- The Capital Budget.

The Chief Constable's Budget

- 12.6. The Commissioner owns the overall budget and is responsible for all income and sets the overall expenditure envelope. During the financial year the Commissioner delegates financial control of the Chief Constable's Budget to the Chief Constable who monitors and manages its day-to-day spending. The overall level of the 2021/22 Chief Constable's budget is £344m. The detailed allocations are shown in Appendix 1. A letter from the Chief Constable is attached as Appendix 3 to this report which covers, in more detail, the operational impact, risks and opportunities within this MTFS.
- 12.7. The Chief Constable is operationally independent under law and is responsible for the deployment of police officers and staff to keep the public safe and deliver policing in Devon and Cornwall.
- 12.8. Delivering the Police and Crime Plan and the force mission relies on longer term planning than a single year. As in previous years the Chief Constable's

Budget is presented in the context of the future four-year MTF5 to ensure that any potential funding risks can be mitigated by operational savings within the timescale required. This ensures that proposals are sustainable longer term. The respective Chief Finance Officers have worked together and agree on the inflation and other assumptions built into the budget proposals.

12.9. This year (2021/22) will see the second phase of the Government's commitment to increasing police officers by 20,000 for England and Wales over a three-year period. The second phase, which runs to March 2022, will include a further uplift of 6,000 officers of which 141 will be recruited in Devon and Cornwall. This recruitment will include a small allocation of officers to be seconded to regional and national capabilities.

12.10. The changes in the workforce for 2021/22 and beyond are shown in Appendix 1. This shows that there are projected to be 181 additional officers recruited by the end of 2021/22.

12.11. The change in workforce numbers arises due to:

- Additional investment in operational strength achieved through the increase in precept.
- Additional investment from the Government to achieve an uplift of 6,000 officers across England and Wales.
- Additional investment in front line police staff.

12.12. In summary the budget includes investment as part of the Police and Crime Plan priorities:

- £626k for improved customer service in contact centres – increasing the staff numbers by 22 in the contact centres to have a positive impact on waiting times.
- £300k on Police Technology relating to drones – to improve public safety and provide a more responsive service for searches, public order events and evidence gathering.
- £1.15m on Crime Investigation – to fund 29 police staff investigators to resolve crimes more quickly and have a positive impact on violent and sexual crime offenders and victims. This will also provide improvements for investigations that relate to proactive pursuits and serious and organised crime.
- £316k on Professional Standards – to provide additional resources to the teams that deal with the relatively new Conduct and Complaint Regulations 2020. This will improve the timeliness and frequency of hearings and appeals.
- £850k on enhancing data reliability, accuracy and security – to improve the quality of the information held to drive crime prevention and public safety.

- £150k on Blue Light collaboration – to further enhance opportunities to collaborate with other emergency services to include coastal and maritime settings.
- £80k on Special Constabulary – to further innovate and support the role and activities of the Special Constabulary which could include further benefits following the enhanced allowance pilot scheme.
- £551k on increase Police Officer numbers – to further increase the number of officers recruited to Devon and Cornwall. This would see a further 40 officers recruited over and above the national uplift target of 141 announced by the Home Office.

OPCC Office Budget and Commissioning Budget

12.13. The Office of the Police and Crime Commissioner (OPCC) budget is under the control of the Commissioner in addition to the funds that she controls for commissioning purposes.

12.14. The OPCC office costs budget is proposed to be set at £2m for 2021/22 with a commissioning budget of £3.7m producing a total budget of £5.7m.

12.15. The office budget has increased by £110k which includes the pay increase to cover the pay award up to August 2021 and increased costs associated with the new legislation on complaint reviews. The office costs also cover the following items:-

- The Independent Audit Committee
- Legally Qualified Chairs for Police misconduct panels
- The Complaint Review process
- External and Internal Audit Fees
- Independent Custody Visiting scheme

12.16. The commissioning budget increases by £100k to cover inflation where appropriate on contracts. The Commissioning Intentions Plan for 2021/22 of the Commissioner is attached as Appendix 3 to this report. The plan includes support for the following areas:

- Services to support victims and witnesses and helping them to get justice.
- Placed based services for victims and offenders to address local priorities.
- Early intervention and prevention activity to deliver the priorities in the Police and Crime Plan.
- Early interventions and preventative activity to prevent and deter crime.
- Services to protect people at risk of abuse and those who are vulnerable.
- Getting the best out of the Police.

The Capital Budget

12.17. The Commissioner is required to publish a capital strategy. This will be published and found on the OPCC website.

12.18. The Capital Programme indicates a total spend of £68.5m over the four years. The detail of the capital programme is attached in Appendix 1. The most significant new projects within the capital programme are:

- The inclusion of a large corporate support facility in Plymouth.
- A project to rebuild the Sports Centre on Middlemoor following significant structural issues with the existing facility.
- The replacement of the records management system (RMS) for crime reporting.
- A comprehensive programme of ICT work across the organisation.

12.19. The annual revenue costs associated with this programme are contained within the budget. The level of capital financing costs equate to £3.6m and as a percentage of net revenue expenditure is 1.04% which compares with the average for all 43 forces. The funding policy of the Commissioner is to ensure that short life assets are funded by capital grant/receipts or revenue contributions. The revenue contribution to capital outlay (RCCO) has been increased by £1m for 2021/22 in order to support the programme of technology enhancements. The financing plan aims to make the maximum use of temporary internal borrowing from revenue reserves until they are used in the budget plan.

12.20. The capital grant announced as part of the settlement has remained static at £296k. The main sources of funding for the capital programme are:

- Reserves – which are planned to reduce over this MTFS.
- Capital Receipts – which have a finite level.
- Capital Grant – which has been significantly reduced over the last two years.
- Revenue Contributions to Capital – which has been increased.
- Borrowing – which needs to be affordable in the longer term.

13. Reserves

13.1. The Reserves Strategy is published annually and will be found on the OPCC website. The Strategy is reviewed annually and includes a risk assessment of the general balance. The Strategy is taken to the Independent Audit Committee for review and comment prior to approval by the Commissioner.

13.2. The Commissioner's Reserve Strategy has the following key principles:

- The reserves policy for Devon and Cornwall will be looking to maintain general balances at no more than 5% and no less than 3% of overall funding levels each year.

- The requirement for the reserves will be reviewed at least annually. Those reserves no longer required for their intended purpose will be identified and made available for other defined priorities.
 - Reserves will be assessed annually to ensure adequacy.
 - Risk assumptions used when assessing reserves will be reviewed annually.
 - A long-term view will be used when assessing the use of reserves to ensure all assets that support policing are maintained.
 - General balances cover the general financial risks. This will include unexpected or unavoidable additional costs, such as a major operations, uninsured liabilities, or treasury management risks.
- 13.3. The current level of general balances predicted at the end of 2021/22 indicate that they will stand at 3.3% of overall funding levels. This is compliant with the Reserves Strategy which is in line with best practice.
- 13.4. As at 31st March 2020 the total amount of reserves held were £43.9m. This is forecast to reduce to £34.1m by the end of March 2021 and then to further fall to £13.4m by the end of 2024/25. The Commissioner considers the level of reserves and their planned reduction when considering the proposals for the level of council tax increases each year.
- 13.5. The planned use of the reserves is in line with the Home Office drive to reduce the level of reserves being held by PCCs.

14. Conclusion for the Police and Crime Panel

- 14.1. In considering the increase of £14.92 (per Band D equivalent) in council tax funding, the Commissioner has taken into account this year's funding settlement and seeks to ensure that funding for the force keeps pace with inflation at current levels. The increase in precept along with continued delivery of financial savings means that the MTFs can allow for growth along with the Government's commitment to an uplift in officer numbers. The opportunity for growth is being targeted at the areas that the Chief Constable has identified to support delivery of a high-quality policing service that meets the changing nature and complexity of demand placed upon them.
- 14.2. There are new and different demands being placed upon policing and resources need to be freed up to address these. The full impact of the COVID-19 pandemic has yet to be fully identified and assessed. The early indication of the pay award significantly reduces the risk to the budget for 2021/22. Many of the new areas of policing require investment in new technology before any operational savings can be generated or operational benefits fully realised. Increases in the council tax will allow these investments to be made and still provide opportunity for a further increase in police officer numbers and co-funded blue light officers.

These proposals are not without risk

- 14.3. The police funding announced is for one year only. It is assumed that this will increase by inflation over this MTFS based upon the minister's statements in the settlement being fulfilled. It is also assumed that the full cost of the officer uplift for future years will be provided within the grant funding. These statements are far from certain and subject to more risk than normal due to the impending delayed CSR. A risk register is attached as Appendix 4.
- 14.4. Although it is indicated that the implementation of the amended funding formula will be deferred until after the next CSR, this remains a significant future risk. The new funding formula allocation could remove annual funding. If required, it is planned to use a proportion of the current reserves which can be used to support a smooth transition to new base levels of expenditure.
- 14.5. The Commissioner has also consulted the Chief Constable about her proposal to increase the council tax and the Chief Constable has confirmed that these proposals will ensure a robust and sustainable budget to deliver operational policing and have due regard to the Police and Crime Plan.

Alison Hernandez
Police and Crime Commissioner

Nicola Allen
Treasurer

Attached:-

- Appendix 1 – Medium Term Financial Strategy 2021/22 to 2024/25
- Appendix 2 – Letter from the Chief Constable
- Appendix 3 – Commissioning Intentions Plan 2021/22
- Appendix 4 – Risk Assessment
- Appendix 5 – Annual Policing Quantitative Survey
- Appendix 6 – Glossary of Terms

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Medium Term Financial Strategy 2021/22 to 2024/25

Annual Budget 2021/22

“Investing in Policing and
Communities to prevent crime”



The Medium Term Financial Strategy : 2021/22 To 2024/25

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1. POLICE AND CRIME PLAN

Relationship between the Medium Term Financial Strategy and the Police and Crime Plan

The Police and Crime Commissioner (PCC) has a statutory duty to produce a Police and Crime Plan. The Plan must set out the priorities for policing and community safety in Devon, Cornwall and the Isles of Scilly along with the resources that will be provided to the Chief Constable and others in order to meet those objectives. The Plan must be kept under regular review to ensure it remains appropriate to the needs of local people, the police and partners. The Plan is subject to scrutiny by the Police and Crime Panel.

The Police and Crime Plan can be found at:

<http://www.devonandcornwall-pcc.gov.uk/information-hub/key-documents/>

The Medium Term Financial Strategy is created to support delivery of the Police and Crime Plan. It sets out both the funding available and the forecast spending required to deliver the Plan priorities.

Police and Crime Plan

The Police and Crime Plan was created in April 2017 and continues to be informed by the Peninsula Strategic Assessment. Due to the delay in the PCC elections, the Plan runs until 2021/22 and sets out the PCC's five priorities for Devon and Cornwall, including:

- ❖ Connecting our communities and the police – through a new Local Policing Promise to ensure policing in the local area is 'Accessible, Responsive, Informative and Supportive'
- ❖ Preventing and deterring crime – so we can stop people becoming victims of crime and help them move on with their lives
- ❖ Protecting people at risk of abuse and those who are vulnerable – safeguarding the vulnerable and keeping them safe from harm
- ❖ Providing high quality and timely support to victims of crime to help them recover and to get justice by improving the criminal justice system
- ❖ Getting the best out of the police – making best use of our resources, supporting and developing our workforce and working well in partnership with others.

Due to the 12 month delay in PCC elections, now due to be held in May 2021, this is the fifth year of this Plan and it will remain the focus for the financial year 2021/22. The PCC will continue to work closely with the Chief Constable and colleagues across the Peninsula to drive forward progress against these priorities.

During 2020/21 the coronavirus pandemic dominated the nation. This involved significant work across the peninsula to protect the communities.

This MTFs includes the impact for Devon, Cornwall and the Isles of Scilly on the national uplift in officer numbers. The three year programme has been reprofiled to include a national uplift in the second phase of 6,000 and 8,000 officers in the third phase. The second phase of the increase has been announced with an increase of 141 officers for the area. The PCC has

provided resources for an additional 40 officers from the precept, making 181 additional officers in total.

The Police and Crime Plan places a strong emphasis on protecting the vulnerable in our society. There has been significant progress but the work continues to encourage the reporting of crime and encouraging victims to come forward and seek justice and to ensuring that they receive a high quality service when they do come forward.

As part of the 2021/22 budget process areas of investment have identified which include investment in technology, connectivity, frontline visibility and enhancements to information to safeguard individuals.

Connectivity remains at the heart of the PCCs Police and Crime Plan. It remains vital that the public are able to access and contact the police and improvements in this area, including the 101 service, are included in the investments within this budget.

Delivery & accountability

The Police and Crime Plan will be delivered by the PCC with close co-operation from the Chief Constable and partners and will be taken forward through shared action plans and joint projects.

The Plan details how strategic measures and indicators (including qualitative surveys) will be used to monitor its implementation and successful achievement. Regular progress reports will be published on the OPCC website.

The Police and Crime Commissioner is required to report regularly to the Police and Crime Panel.

Slavery and Human Trafficking compliance statement

The Police and Crime Commissioner and the Chief Constable are committed to eliminating discrimination and exploitation in all its forms from the workplace and will not knowingly or otherwise be complicit in human rights infringements.

Slavery, servitude, forced or compulsory labour, including child labour and human trafficking and other human rights offences must be identified, tackled and prevented for the future.

The Office of the Police and Crime Commissioner and the Devon and Cornwall Constabulary embrace the obligations placed on organisations under section 54(1) of the Modern Slavery Act 2015 and understands they are vital in tackling and preventing modern slavery and human trafficking.

2. REVENUE STRATEGY

a. FUNDING FORECAST

The funding forecast provides a prediction of the level of funding across the timeframe of the MTF.

2020/21		2021/22	2022/23	2023/24	2024/25
	<u>Grant Funding</u>				
115,993	Core settlement	119,267	119,267	120,459	121,664
63,466	DCLG Formula	71,504	71,504	72,219	72,941
15,461	Legacy CT Grants	15,461	15,461	15,461	15,461
194,920		206,232	206,232	208,140	210,067
	<u>Council Tax</u>				
135,966	Precept income	143,626	149,400	156,175	163,830
1,391	Surplus	0	750	750	750
	Deficit	(110)	(863)	(863)	0
137,357		143,516	149,286	156,061	164,580
332,277	Total Funding	349,749	355,519	364,201	374,647
613,456	Tax base	607,144	613,215	622,413	631,750
1.46%	Tax base Increase	-1.03%	1.00%	1.50%	1.50%
221.64	Band D	236.56	243.63	250.92	259.33
4.41%	Council Tax Increase	6.73%	2.99%	2.99%	3.35%

b. MAIN COMPONENTS OF THE REVENUE BUDGET

20/21 Agreed Plan £000's	Category	Description	21/22 Draft Plan £000's	22/23 MTFS Plan £000's	23/24 MTFS Plan £000's	24/25 MTFS Plan £000's
179,687	Pay & Employment Costs	Police Officer Pay	186,860	196,402	207,535	213,501
7,073		Police Officer Overtime	7,706	7,716	7,345	7,116
81,787		Police Staff Costs	86,965	90,026	89,684	91,382
5,921		Other Employee Expenses	5,736	5,706	5,724	5,739
24		Temporary or Agency Staff	224	170	223	224
990		Police Staff Overtime	1,118	1,044	1,110	1,258
9		PCSO Overtime	8	8	8	8
1,666		Restructure, Training & Conference Costs	2,081	2,008	2,156	2,156
2,110		Police Officer Injury/Ill Health/Death Pensions	2,209	2,303	2,399	2,497
977		Other Employee Expenses	934	975	980	949
280,244	Pay & Employment Costs Total		293,840	306,357	317,164	324,829
14,503	Overheads	Premises Related Expenditure	14,945	15,193	14,815	15,098
13,798		Supplies and Services	16,350	15,949	15,611	15,585
14,250		Communications and Computing	16,153	17,183	17,109	17,138
5,712		Transport Related Expenditure	5,535	5,995	5,929	5,894
10,155		Third Party Payments	11,884	11,930	11,985	12,047
58,419	Overheads Total		64,867	66,250	65,449	65,763
(9,651)	Grant, Trading & Reimbursement Income	Government & Overseas Funding	(10,581)	(17,218)	(21,944)	(21,970)
(242)		Interest/ Investment Income	0	0	0	0
(21)		Local Government Specific/Partnership Funding	(6)	(6)	(6)	(6)
(184)		Reimbursed Services - Other	(209)	(211)	(213)	(215)
(1,420)		Reimbursed Services - Other Police Forces	(1,388)	(1,401)	(1,415)	(1,429)
(6,966)		Reimbursed Services - Other Public Bodies	(6,758)	(6,798)	(6,803)	(6,824)
(3,820)		Sales, Fees, Charges and Rents	(4,507)	(4,515)	(4,540)	(4,550)
(485)		Special Police Services	(474)	(480)	(481)	(482)
(22,789)	Grant, Trading & Reimbursement Income Total		(23,921)	(30,629)	(35,403)	(35,476)
1,619	Capital Financing and Contributions	Loan Charges	1,443	1,749	1,947	2,091
1,567		Minimum Revenue Provision	2,181	2,559	3,052	3,469
3,690		Revenue Contribution to Capital	4,042	5,048	6,093	7,093
6,876	Capital Financing and Contributions Total		7,666	9,356	11,092	12,653
3,994	Transfers to / (from) Specific Reserves	Transfers to/from Revenue and Capital Reserves	1,552	(1,560)	154	1,132
3,994	Transfers to / (from) Reserves Total		1,552	(1,560)	154	1,132
326,744	Total Force		344,004	349,774	358,456	368,902
1,890	Office of the PCC		2,002	2,002	2,002	2,002
3,643	PCC Commissioning		3,743	3,743	3,743	3,743
5,533	Total OPCC		5,745	5,745	5,745	5,745
332,278	Net Revenue Expenditure		349,749	355,519	364,201	374,647
	Funding		349,749	355,519	364,201	374,647

c. SCHEDULE OF KEY BUDGET ASSUMPTIONS

This schedule identifies the key assumptions used in the ongoing calculation of the 2021/22 budget and Medium Term Financial Strategy.

- Government Police Grant funding will increase by 4.9% in 2021/22, this includes Devon & Cornwall's share of the £415m allocated nationally, and includes funding for additional officers. Future years have been assumed at 0%, 1% and 1% (22/23, 23/24, 24/25)
- Capital grant has remained at the previous year's level of £296k, and thereafter it is expected to continue to remain static.
- Police pension's specific grant is assumed to continue throughout the MTFs at the same cash level as received in 2021/22.
- Council Tax will increase by £14.92 in 2021/22 for a Band D property, 2.99% 2022/23 and 2023/24 and 3.35% in 24/25.
- The 2021/22 figures for tax base and Council Tax surplus along with future years assumptions are shown below. The previous year figures are included for context.

	2020/21	2021/22	2022/23	2023/24	2024/25
Annual increase in tax base	1.46%	-1.03%	1.00%	1.50%	1.50%
Annual surplus/deficit on Council Tax collection funds	£1.4m	-£1.8m *	£0.75m	£0.75m	£0.75m

* 2020/21 element of collection fund deficit to be spread across three years, as per legislation.

- Turnover on police officers takes into account officers leaving at their usual pension date, plus an estimate for ill health retirements, transfers out and resignations.
- A 2.5% pay award was agreed for police officers and police staff from September 2020. As announced by government in the autumn spending review no pay award has been assumed from 1st Sept 2021, The MTFs assumes that a 2% pay award will be applied on 01 September 2022, 1st September 2023, and 1st September 2024 for police officers and police staff.
- Police officer employer pension contributions have been assumed to be paid at 31.0%. A notional £1m has been added into the MTFs from 2023/24 when the results of the next actuarial valuation are expected to be applied.
- Inflation has been applied only to budgets that are subject to inflationary pressures. Actual CPI for November 2020 was 0.3%.
- Due to the current volatility of the markets and on the advice of Treasury Management advisors no investment income has been assumed across the whole MTFs period.
- The employer's current contribution to the police staff pension scheme, plus agreed contributions to deficit will be as set out below.

	20/21	21/22	22/23	23/24	24/25
LGPS Base Contribution	16.30%	16.30%	16.30%	16.30%	16.30%
Plus Repayment of LGPS Deficit (cash lump sum)	£0.522m	£0.522m	£0.522m	£0.522m	£0.522m
Estimated Total Cash Contribution	£11.5m	£12.2m	£12.5m	£12.8m	£13.0m
% of Staff Pay Budgets	16.30%	16.20%	16.20%	16.80%	16.50%

d. ANALYSIS OF CHANGES IN THE REVENUE BUDGET BETWEEN 2024/25 AND 2020/21

	21/22 MTFS Plan £000's	22/23 MTFS Plan £000's	23/24 MTFS Plan £000's	24/25 MTFS Plan £000's
2020/21 Budget	332,277	332,277	332,277	332,277
Local Council Tax Support Grants	(929)	(929)	(929)	0
<u>Savings</u>				
PCSO Reduction Plan	(289)	(389)	(489)	(589)
Cost Challenge	(500)	(700)	(800)	(800)
NPAS	(234)	(234)	(234)	(234)
Other non-staff savings	(827)	(827)	(827)	(827)
<u>Pay and Inflation</u>				
Provision for Pay Increases	2,153	5,565	11,170	16,947
Police Officer Pay Changes	593	1,255	2,229	3,724
Increments / Officer Turnover	329	664	1,007	1,356
Inflation	2,231	3,239	2,844	3,118
LGPS / Police Pension increase	0	0	1,500	1,500
Other Pay Changes	1,262	2,587	2,613	2,640
<u>Changes in Use of reserves</u>	1,135	75	379	428
<u>Operation Uplift</u>	4,154	1,431	1,602	1,723
<u>Capital Financing</u>	(210)	480	1,216	1,777
<u>Commitments/Budget Assumptions</u>				
Staff regrading	340	347	354	361
Reduction in Income	468	477	487	496
Reduced Turnover allowance (Change Jul to Nov)	434	434	434	434
Overtime Costs - additional Bank Holidays	410	410	0	(205)
Revenue implication of agreed change projects	227	567	508	520
Microsoft Licences	200	204	208	212
Increase funding of short life capital investments in technology	1,000	2,000	3,000	4,000
Net - additional costs expected from COVID	210	0	0	0
Road Safety - Forensic Collision Investigation Team	59	118	120	123
Emergency Services Network (ESN)	0	500	500	500
Police Education Qualification Framework (PEQF)	30	428	577	577
<u>Mitigation of Corporate Risks</u>	333	340	346	353
<u>Transfer of National Commitments</u>	867	728	743	758
<u>Investment</u>				
Contact Centre Investment	626	854	871	889
Police Technology/Drones	300	0	0	0
Investigating crime	1,152	1,174	415	422
Professional Standards	316	322	329	335
Information Integrity	850	450	0	0
Special Police Officer Pilot	80	80	80	80
Blue Light Collaboration	150	150	150	150
Additional Police officers	551	1,441	1,521	1,601
	349,749	355,519	364,201	374,647

e. INCOME FROM SALES, FEES, CHARGES AND RENTS

This analysis details the level of external income generated from sales, fees, charges and rents. The level of income generated is continually reviewed to ensure that all opportunities are optimised.

	20/21 Budget £000's	21/22 Budget £000's	22/23 Budget £000's	23/24 Budget £000's	24/25 Budget £000's
National Driver Offender Retraining Scheme	(1,715)	(2,535)	(2,535)	(2,535)	(2,535)
Firearms Certificates	(510)	(471)	(478)	(504)	(514)
Rents & Lettings	(330)	(331)	(331)	(331)	(331)
Accident Reports	(190)	(210)	(210)	(210)	(210)
Sale of Vehicles	(100)	(100)	(100)	(100)	(100)
Vehicle Recovery	(158)	(158)	(158)	(158)	(158)
Radio Masts and Equipment Hire	(66)	(66)	(66)	(66)	(66)
Foreign Nationals Registration / Pedlars	(56)	(36)	(36)	(36)	(36)
Stores External Income	(36)	(36)	(36)	(36)	(36)
Provision of Vehicle Services	(35)	(35)	(35)	(35)	(35)
Other Sales, Fees, Charges and Rents	(624)	(529)	(529)	(529)	(529)
Grand Total	(3,820)	(4,507)	(4,515)	(4,540)	(4,550)

f. STAFFING ANALYSIS

	2020/21 (FTE)	2021/22 (FTE)	2022/23 (FTE)	2023/24 (FTE)	2024/25 (FTE)
<u>Police Officers</u>					
Opening Balance at 1st April	3,097	3,241	3,422	3,610	3,610
Precept funded change	50	40	0	0	0
Uplift numbers	94	141*	188	0	0
Closing Balance at 31st March	3,241	3,422	3,610	3,610	3,610

* Includes 6 FTE allocated to ROCU.

Police Community Support

PCSO	169	150*	150	150	150
Blue Light	37	43	43	43	43
Total	206	193	193	193	193

* estimated year end numbers

Police Staff (Force)

Opening Balance at 1st April	2,100	2,127	2,217	2,208	2,178
Investment/Uplift	27	90	-9	-30	0
Closing Balance at 31st March	2,127	2,217	2,208	2,178	2,178

Police Staff (OPCC)

Opening Balance at 1st April	29	29	29	29	29
Change	0	0	0	0	0
Closing Balance at 31st March	29	29	29	29	29

3. RESERVES AND BALANCES SUMMARY

	Revenue Reserves									Total Capital Reserves £000's	General Balances £000's	Total Reserves and Balances £000's
	Estates Development Reserve £000's	Capital Financing Reserve £000's	ESN Capital Reserve £000's	Capital Programme Reserve	Budget Management Fund £000's	Police and Crime Plan Reserve £000's	PEQF Reserve £'000	Uplift Reserve £000's	Total Earmarked Reserves £000's			
Closing Balance 31/3/2020	792	23,119	2,520	2,749	2,114	991	265	0	32,550	524	10,847	43,922
Closing Balance 31/3/2021	311	9,197	9,761	0	360	826	265	3,290	24,010	0	10,098	34,109
Closing Balance 31/3/2022	(0)	1,416	8,711	0	2,219	826	0	1,410	14,582	0	11,498	26,080
Closing Balance 31/3/2023	(0)	0	4,954	0	1,290	826	0	0	7,070	0	11,527	18,597
Closing Balance 31/3/2024	(0)	0	1,376	0	360	826	0	0	2,562	0	11,860	14,422
Closing Balance 31/3/2025	(0)	0	0	0	360	826	0	0	1,186	0	12,242	13,428

The above table represents the anticipated balances on reserves at the end of each financial year. Reserves held for capital purposes will be used to fund the capital programme, while all other reserves support revenue.

4. COUNCIL TAX INFORMATION AND PRECEPT

	2021/22 £	2020/21 £
Police Budget to be met from Council Tax	143,516,205	137,357,247
Less net surplus on council tax collection from previous years	109,709	(1,390,768)
Total precept payable by Billing Authorities	143,625,914	135,966,479

Tax base, collection variations and precepts 2021/22					
	Tax Base declared by Councils £	Total Precept collected by Councils £	2020/21 Surplus (Deficit) on collection £	Amount due from Councils £	% share collected by Councils
East Devon	60,084.00	14,213,471.04	373,775	14,587,246.37	10.17%
Exeter	37,377.00	8,841,903.12	114,591	8,956,493.79	6.24%
Mid Devon	28,594.00	6,764,196.64	(93,758)	6,670,438.64	4.65%
North Devon	34,397.87	8,137,160.13	100,524	8,237,684.13	5.74%
Plymouth	73,115.00	17,296,084.40	81,968	17,378,052.07	12.11%
South Hams	38,298.32	9,059,850.58	(27,900)	9,031,951	6.29%
Teignbridge	48,410.00	11,451,869.60	(78,023)	11,373,846.93	7.93%
Torbay	45,464.00	10,754,963.84	(244,031)	10,510,932.84	7.32%
Torrige	24,035.00	5,685,719.60	(16,082)	5,669,637	3.95%
West Devon	20,239.51	4,787,858.49	(6,820)	4,781,039	3.33%
Cornwall	195,849.00	46,330,039.44	(313,953)	46,016,086.44	32.06%
Isles of Scilly	1,280.00	302,796.80	0	302,796.80	0.21%
	607,143.70	143,625,913.68	(109,709)	143,516,204.68	100.0%

Police element of Council Tax due for each Property Valuation Band						
Valuation band	Government multiplier		Council Tax by band		Increase per week	%
	Ratio		2021/22	2020/21		
A	6 / 9	0.667	£157.71	£147.76	+ 19.1 p	} 6.73%
B	7 / 9	0.778	£183.99	£172.39	+ 22.3 p	
C	8 / 9	0.889	£210.28	£197.01	+ 25.5 p	
D	1	1.000	£236.56	£221.64	+ 28.7 p	
E	11 / 9	1.222	£289.13	£270.89	+ 35.1 p	
F	13 / 9	1.444	£341.70	£320.15	+ 41.4 p	
G	15 / 9	1.667	£394.27	£369.40	+ 47.8 p	
H	18 / 9	2.000	£473.12	£443.28	+ 57.4 p	

5. CAPITAL PROGRAMME

CAPITAL PROGRAMME	Revised 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Vehicles	2,343	2,852	2,087	2,039	2,368
Minor Building Works	1,590	1,500	1,500	1,500	1,500
Major Building Works					
Exeter Police Station	750	0	0	0	0
Bodmin Custody/Cornwall HQ	0	0	0	0	1,000
Camborne	1,021	505	0	0	0
HQ Building Works	466	38	0	0	0
HQ Sports Centre	300	2,168	0	0	0
Plymouth Support Facility	2,500	4,385	0	0	0
Barnstaple	1,992	725	0	0	0
HQ Middlemoor Project	700	700	0	0	0
South Devon PPU	0	612	1,224	918	306
Exeter & East Devon PPU	0	3,015	0	0	0
St Ives Relocation	0	300	100	0	0
Police Station appraisals	0	0	2,061	1,153	0
Vehicle Workshops	0	0	0	307	308
North Devon appraisal	0	0	0	0	1,000
TOTAL Major Works	7,729	12,448	3,385	2,378	2,614
ICT					
RMS	831	1,348	397	40	0
PRISM	2,605	1,486	942	342	342
National Projects	200	775	200	100	0
ESN	239	1,050	3,748	3,493	1,376
ICT	4,551	2,248	4,182	3,200	3,140
Equipment	1,060	1,009	793	1,263	823
TOTAL PROGRAMME	21,148	24,716	17,234	14,355	12,163
CAPITAL FUNDING	Revised 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Grants	1,092	568	568	459	350
Uplift Grant	562	0	0	0	0
Taser Uplift Grant	101	0	0	0	0
TAF Funding & Other Grants	125	0	0	0	0
Capital Financing Reserve	7,192	8,531	2,166	750	750
Capital Receipts & Asset Disposal	0	0	150	0	0
Revenue Funding	2,999	2,872	2,882	2,927	2,927
Forensic RCCO	61	10	0	5	5
ESN Reserve	239	1,050	3,757	3,578	1,376
Capital Programme Reserve	2,749	0	0	0	0
Borrowing	6,028	11,685	7,711	6,636	6,755
Total Capital Funding	21,148	24,716	17,234	14,355	12,163

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Devon & Cornwall Police

PCC Alison Hernandez
The Office of the Police and Crime Commissioner
for Devon, Cornwall and the Isles of Scilly
Alderson Drive
Exeter
EX2 7RP

Shaun Sawyer QPM BA Hons
Chief Constable
Force Headquarters
Middlemoor
Exeter EX2 7HQ

Telephone: 01392 226078

25 January 2021

Dear Commissioner

BUDGET PROPOSAL 2021/22

INTRODUCTION

I am writing to outline my budget proposal for the next four years. This follows from the Government detailed funding announcements in November and December 2020.

My proposal seeks investment in supporting policing for the people and communities of Devon, Cornwall, the Isles of Scilly and our support to collaborative working with partners.

It does so also to address the many challenges set out nationally through the requirements of the Secretary of State, the National Strategic Assessment, Peninsula Strategic Assessment, a myriad of HMICFRS and other Public Service reports alongside many other operational and strategic reports amongst which are published by the APCC/NPCC and College of Policing.

These and our collaborative partnerships, for example your role as Chair of the Local Criminal Justice Board, inform and assist in the delivery of your Police and Crime Plan, along with the Force Mission.

I am conscious of the precept impact on local taxpayers, the need to evidence robust value for money and to recognise that the government is now investing in policing; it is also calling for local investment.

The outcome of previous force value for money scrutiny, modernisation, productivity and operational delivery of local precept investments is referenced in this letter. The investment by government will take several years to reach full benefit. It does not address the systemic issue of summer policing and the long stay residing population and leaves force funding well below national average.

I recognise that you, supported by members of the Police and Crime Panel, local government colleagues and MPs, led a cross party approach to address this systemic issue with government through the special grant process. Our collective ambitions for a more equitable funding settlement that recognises the impacts of tourism and rurality remain a focus but the timing of funding formula reform will be set by the government and is realistically several years away.

I briefly summarise two investments. The first is to build greater uniformed public facing and engaged preventative capability, supported by a focus on improving contact services to the public. I am proposing to recruit 40 officers in addition to the 141 funded through the government uplift and 22 police staff in our contact centres. These will support improved contact, visibility and accessibility in market towns, coastal and rural areas, as well as investment in key city areas.

The second is in crime investigation, prevention and victim services. Others include roads safety, a greater focus in our maritime roles, improved intelligence development and information quality, supporting police technology to improve operational intelligence and meeting our national IT requirements.

The proposal is a sustainable response to the challenge set through the Police and Crime Plan and builds on the investments and achievements of recent years. I reference the most recent HMICFRS PEEL inspection report in which the inspectorate graded the force as good across the three pillars of effectiveness, efficiency and legitimacy.

The proposal is essential to maintain and grow an enduring legacy of low crime, strong community resilience and improving public confidence. That includes sustaining investment in violence prevention as we enter our second year of activity, limited by Covid-19, which is a transformational approach with local partners.

This is not achieved by accident or sustained by standing still; long-term stable financial management and investment through a precept increase is pivotal to improving public facing and victim services, preventative problem-solving policing and addressing peninsula, national and global challenges.

It is vital that we invest in partnerships locally, leading the challenge of confronting serious violence on the street, domestic abuse in the home and the exploitation of children on-line, alongside many other harms. Sustainable strategic and local problem-solving approaches with local government, health providers in the sphere of mental health, alcohol and drug referral centres as well as with schools and third sector diversion schemes are integral to our way of working.

These approaches are the building blocks of a preventative approach to crime and a civil society; they are the fundamentals for safety and reassurance for local people, communities and visitors. Some Police and Crime Panel and local government discussions have focussed on this element of policing and sought further investments in local high visibility presence and partnership approaches. This proposal is the professional operational response to many, though not all, of those discussions.

We know we are likely to have some extraordinary challenges next year in addition to addressing the continued pandemic.

There is no doubt that the future beyond 2021/22 will be financially difficult; the Chancellor could not have been clearer when he warned that 'the economic emergency has only just begun'. We know we need to ensure that the 2021/22 budget provides us with the best possible starting point to withstand that. The settlement provides an opportunity to both strengthen the organisation and ensure it delivers more for the people of Devon and Cornwall and the Isles of Scilly.

Due to the announcement of a single year Comprehensive Spending Review we have, once again, no details of future years' funding, other than the intention for uplift to continue into 2022/23. Again, I have used reasonable future funding assumptions to present a four-year balanced and sustainable budget.

My budget proposal contains no additional funding for COVID costs other than minor changes in income levels; I am assuming that PPE continues to be provided centrally and that overtime and other costs are funded by central government. I do include some travel and related savings as a result of changes in the way we work.

I include nothing for costs for the G7 event this year. Although funding arrangements with central government are not yet finalised, I am assuming all additional costs will be met by Government. This scale and importance of this event for our communities and the force cannot be underestimated. There are risks for us as part of a national and local team to manage and lead. As importantly, it is an opportunity for long term investment in communities and for the force to evidence its world class policing credentials, some of which are detailed within this proposal.

It is welcome news that funding has been made available to ensure a second year of uplift, though funding will be dependent on recruitment targets being met. Our Strategic Alliance support services achieved our first-year targets and I am confident we will achieve those targets next year. We exceeded the current year targets despite the pandemic, and hence my proposal of a precept supported investment in officer numbers is also achievable.

The force continues its relentless focus on productivity, business improvements and ensuring value for money. Like the NHS, what the public sees and feels is only part of a wider organisation requiring revenue and capital resources dedicated to public service and without which colleagues could not deliver visible policing or combat the growing challenges of crime in a digital age.

This proposal seeks the precept investments necessary to deliver not only what the public need but also what many want, to make them safer but also feel safer.

CURRENT POSITION

As outlined last year, Devon and Cornwall Police remain underfunded within policing as a whole. Disappointingly, we also know that we will not see the funding formula revised next year to take account of our disproportionate summer visitor numbers.

Our funding remains £40m below the average for forces. The force has made ongoing savings of £14m since your first budget in 2017/8 and there are further savings of £1.9m in the current year's budget proposal. This is set against a background of reduced Home Office grant. Core grant has fallen by £51m in real terms since 2010.

Nevertheless it is clear that the overall funding settlement provides a real opportunity to deliver improved services to the public in addition to the uplift, and I will outline how I intend to deliver that later in this letter.

Performance

Your public survey showed that 94% of respondents wanted investment in crime prevention, 88% in visible policing and 86% in community based crime prevention.

We will be investing in these areas as the uplift officers become fully operational and the operating model invests over 85 of them into local policing. Subject to precept increase, we will be investing even further with a further 40 additional officers into visible local policing.

I recognise and value the support of local taxpayers over the years and some, but far from all, of the return on that investment includes at the time of writing;

- The second lowest rate of crime for England and Wales¹
- The lowest rate of burglary offences nationally²
- The second lowest rate of victim based crime
- The third lowest rate of violence without injury
- The fifth lowest crime rate for violence against the person
- Thefts and Robbery falling faster than the national average³
- Total recorded crime decreasing at almost twice the national rate⁴

As the Peelian policing principles make clear, the measure of efficiency in policing is the absence of crime and disorder. Crime prevention is, your survey indicates, the priority for the community too. There is always more to be done, but the force's achievement this year should I hope be recognised as an indicator of future delivery.

LAST YEAR'S BUDGET PROPOSAL – Headline achievements and delivery

This time last year I outlined what the force would deliver with the budget proposal:

- *Ensure we recruited sufficient officers to meet the uplift plus a further 50.* We have succeeded, despite the pandemic, and have combined new recruits with experienced officers transferred from elsewhere. We have actively engaged with Police Now to target much needed detective resources and this has also had positive diversity outcomes.
- *Invest in a Serious Violence Prevention Programme.* The Programme is well underway with a Programme Director recruited. Investments have been made such as the Turning Corners programme in Devon and activity-based education in Cornwall.

¹ 54.0 crimes per 1000 resident population, compared to 84.7 across England and Wales

² 2.8 c/w 10.2 per 1,000 households

³ Down 23% and 13% respectively

⁴ 9.5% compared to a 4.9% decrease nationally

- *Achieve our planned savings.* Overall current budget monitoring shows expenditure extremely close to budget and under control. The cost challenge savings overachieved with £900k saved against a target of £600k. Planned savings in PCSO numbers through natural turnover did not occur and we worked with PCSOs, managers and Trades Unions to address this. We are expecting to be within 20 of the operating model by the end of the year.
- *Maximise opportunities to further invest in local policing.* I will be writing separately with details of the operating model and the allocation of uplift and other officer growth posts. This will demonstrate our commitment to local policing.
- *That we take opportunities to lead nationally in respect of our coastline/seas.* As you are aware the T/DCC Nye was appointed as the first NPCC Maritime lead. His leadership, diplomacy and operational acumen ensured Devon and Cornwall Police played a key part in preparations for EU Exit, ensuring our borders were protected and that arrangements were in place to protect our fishing industry. He is taking forward a significant national bid is being progressed to provide a full time marine capability and the finance required to staff a full time marine unit, including the necessary training and equipment.

Continued investments

Successful innovations from previous years remain in the budget. These include £400k of funding to meet the summer policing surge, the £1m Serious Violence Prevention Programme and funding to develop improved public contact through the police estate.

The pandemic has of course produced challenges for everyone. I am proud that Devon and Cornwall Police has not only continued to deliver services effectively, but has done so whilst balancing public safety and public cooperation. The investment that you have supported in technology – laptops, Microsoft 365, network capacity, body worn video – made that possible. Spending on technology can seem removed from front line policing but the pandemic has shown how vital it is to public service. My budget proposal contains continued investment in these areas.

Although there is no financial impact as such on next year's precept, because the investments have already been funded, the force is undertaking a significant review of its operating model and allocation of uplift and precept funded additional officers. This equates to the biggest cost we have, the workforce, being reviewed and realigned to improve effectiveness and efficiency as part of our business cycle, to deliver the Police and Crime Plan and responding to public and partnership feedback.

This work has not quite been finalised and there will be a further briefing to you in the coming weeks in respect of our draft new operating model. Local policing will receive over 85 of the uplift officers by the end of next year. In this paper it is assumed that the officer costs are met through this allocation; police staff and equipment costs are included in the budget proposal details below.

I am planning a significant increase from the uplift to support a step change in Roads Policing and Road Safety through enforcement, driver education and improved collision investigation. It is clear that road safety and enforcement featured highly within your public survey. This investment, in terms of technology, is a key element of our overall

approach to prevention of roads collision, the investigation of road collisions and is integral in bringing offenders to justice.

In short, the budget set last year has been delivered, exceeding its planned outcomes. It has been sustainable, and as a result the force have been able to achieve outstanding crime prevention outcomes; these need further investment.

BUDGET PROPOSAL

The 2021/22 budget settlement from the government again assumes an increase in council tax. You will be aware of the awaited announcement of national policing outcomes from government.

It refers specifically to an overall increase in funding for police of £703m, which assumes all PCCs increase their council tax by £15, through local determination. The Government and Home Office clearly not only wish but also anticipate the police to be financially supported and precept maximised where necessary and justified.

As the NPCC lead for Modern Slavery and Human Trafficking, Organised Immigration Crime and senior portfolio holder for NPCC Performance I am cognisant of the national and international threats to our force from Serious and Organised Crime and Terrorism. Some of this is seen and felt by local communities and businesses, such as so-called County Lines criminality, on-line grooming and fraud. Local funding as well as national funding, is key to preventing those crimes.

As in previous years our respective 151 officers have worked together developing the budget proposal. My Director of Finance confirms that in her opinion the budget as calculated is robust and sustainable. A full implementation of my proposal would mean on average 29p extra per Band D household per week.

1. Contact – Improved customer service in Contact centres	
Increase in contact officers by two teams, 20 staff and 2 supervisors	
Cost	£626,000
Annual council tax impact (Band D):	£1.02

Performance in the contact centre as calls for service volumes grow, continues to be a challenge. Two thirds of respondents in your survey wanted to see investment in this area and over a third of people contacting us were dissatisfied.

We have seen the first draft of the scrutiny commissioned into the contact centre. It is clear that there was no significant issue raised as to the quality of staff or the response the contact centre gives; it is the length of time taken to answer the call and how the public are updated that is impacting on public satisfaction.

Whilst we await full analysis of the recommendations of the deep dive, there is no doubt that more staff, at key times, will improve non-urgent call waiting times. I am not able to calculate in detail what impact that would have on answering times, not least as there are process and IT advances that we are also progressing, as well as encouraging the public to move on-line. Even if agreed, this proposal will see some delay whilst we recruit, vet and train staff for a highly demanding professional role.

My proposal is to increase the numbers of contact centre staff permanently by 22. These would consist of two teams that would be targeted on peak times (rather than undertaking fully rotating duties) in order to maximise their effectiveness. Technology allows an increase at this scale, but we are also exploring whether we can remotely locate contact centre staff across our geography.

Outcomes

Positive impact on waiting times at high volume call times.

Improved public service.

2. Police Technology – Drones and improved public safety	
Equipment costs to enable a new 6 officer team to significantly advance drone provision	
Cost (one off)	£300,000
Annual council tax impact (Band D):	£0.49

As has been demonstrated many times, drones have provided key front line services, from search to surveillance. They are an easily deployable, flexible resource and it is increasingly likely that police will soon be able to fly drones Beyond the Visible Line of Sight, a national discussion with the force at the heart of those discussions. At the same time that drones are in the ascendancy, the National Police Air Service (NPAS) is struggling to provide an affordable and sustainable effective helicopter service.

Like Body Worn Video, drone technology allows us to not only keep the public and frontline staff safe, but also show our successes to the public through the media. Your public consultation shows strong support (79%) for increased investment in police technology.

The proposal is for an initial allocation of 6 officers (funded through the uplift) as warranted powers are required in these front line emergency response and patrol roles. These will be four operational advanced drone pilots to develop Force-wide capability 7 days a week. The other 2 posts are drone trainers, which is the first step towards increasing the number of officers trained in drone use within BCUs.

The additional funding is however only required for the equipment to enable that team and the wider roll out over the next few years. There may be further capital investments sought in the future.

Outcomes

More responsive search facility, for missing people, property, and vehicles. Enhanced live time information gathering for public order events and better evidence gathering. This is a highly effective and visible use of new police technology and will immediately enhance policing in Devon and Cornwall and form a platform to build on if continued membership of NPAS becomes unaffordable. Data on the use of the drones will form part of the performance framework.

3. Crime Investigation – improved outcomes for victims, offenders brought to justice and timeliness	
Fund on an ongoing basis 29 police staff investigators temporarily funded this year in a structure piloted through the summer policing initiatives	
Increase in the communications investigation team of 3 to meet increase in volume	
Fund permanently a successful pilot of a 7 person suspect management team	
1 member of staff to deliver 3D mapping	
Cost	£1,152,000
Annual council tax impact (Band D):	£1.88

Policing has many purposes; one of the most fundamental is the prevention and detection of crime. The new national policing outcomes add further weight to your own police and crime plan, making clear that there must be an enduring focus on raising the standard of criminal investigations, support to victims, criminal justice outcomes and the overall prevention of crime. In this latter respect our intelligence systems identifying opportunities to interdict but also focus on repeat victims and repeat offenders.

You are aware that we have a skills shortage in PIP level 2 trained officers. We have been filling that gap with agency police staff for some time using one off funding and taken great steps to fill the gap in detectives by direct recruitment of detective transferees and through the use of Police Now; we will continue to require this additional support for the next two years as we fill the gap through police recruitment and training.

This year, with help from your summer policing fund, we also trialled an ‘Investigation Support Group’.

This proposal brings together both strands to create a full year ISG. The ISG is proactive in addressing PIP2 crime especially relating to violence, child protection and sexual offences, filling the gap between local and major investigation. The size of the unit can be entirely scalable. It will be reviewed annually and reduced as direct recruitment and training fill the PIP2 gap for Police Officers or Police Staff.

Communications Data Investigators provide 24/7 support for the force and out of office coverage for other forces in the Region. Their prime role is to liaise with mobile service providers and to gain access to investigative data. They are particularly focussed on work associated with serious and organised and high harm incidents. Demand has increased by 64% over the last four years, whilst staff numbers have remained static. The budget proposes an increase of five employees over three years. This will help ease delays in providing evidence to investigating officers and prioritising safeguarding and operational risks.

As Chair of the LCJB, you will be aware that a team of 7 staff was temporarily funded this year through carry forwards in order to deal with the issues caused by the Released Under Investigation (RUI) process. This process, introduced by the Home Office to reduce the use of police bail, ironically resulted in further delays, suspects subject to longer uncertainty and victims similarly impacted.

Since the team has been in place, the length of time that suspects are subject to RUI has reduced and criminal justice outcomes improved. File quality has improved, and custody records reduced by 25%. The proposal is to make the team permanent and rename it the ‘Suspect Management Team’. The numbers in this team will be reviewed at this time next year. A national revision of RUI and Police Bail may be implemented, and we will better understand whether the new crime system ‘Niche’ will impact on requirements as any return to the use of bail may require a change.

Funding of £70k is proposed to fully integrate 3D mapping across the force. It would allow our officers, partners and the public to view 3D information from a computer, tablet, phone or smart watch. Our work has been praised by Criminal Justice partners as leading edge in the presentation of complex and sometimes harrowing information in the courts, with real benefit to victims and witnesses.

This bid is for devices and includes licence costs plus 1 grade 6 FTE. This will allow operational teams, such as major crime and sexual offence/domestic abuse investigation teams to be briefed using 3D crime scenes, improving the investigative process.

Witnesses and victims will also be able to use the 3D technology for walkthroughs and in interviews. Scene representations for court as well as the control room will be developed using 21st century technology, innovatively and compassionately.

Outcomes

The investment in investigation will resolve crimes more quickly. The ISG will impact positively on violent and sexual crime offenders and victims; violent crime is low in Devon and Cornwall but appears disproportionately in our reading of crime levels because of other low crime types which are larger elsewhere.

Investment in 3D technology will improve investigations and services to witnesses and criminal justice partners.

Improvements in communications investigation directly impacts on the proactive pursuit of serious and organised crime and safeguarding the vulnerable.

Your public survey showed high support for disrupting drug supply. An integral element of addressing County Lines and recovering missing vulnerable young people is telephony and communications investigation.

4. Public Confidence (Professional Standards)	
8 police staff to manage additional workloads as a result of legislative changes and underlying volume pressures. Customer service training for police officers	
Cost	£300,000
Annual council tax impact (Band D):	£0.52

Our professional standards are key to public confidence and the department overseeing enforcement of those standards needs investment. This proposal will see improved responsiveness to the public when there has been a service failure, lessening frustrations and speeding up investigations. The importance of integrity demands that we resource

this department to ensure that those few officers and staff who undermine public confidence through wilful or deliberately negligent actions are accountable.

In part, this proposal is as a result of the Conduct and Complaint Regulations 2020 which have led to significant increases in work to enhance public confidence and legal oversight of police complaints arrangements. Discussions with the Independent Office of Police Complaints indicate that the composition of the Strategic Alliance team is bordering on being unable to maximise its preventative role and disseminate organisational learning from incidents.

I am planning to increase establishment of PSD by a Chief Inspector, a DS, three Investigating Officers and an analyst. The officer posts will be included in the Operating Model; the police staff posts are included in the cost above. Customer service training for officers will also be developed.

Four police staff are required to create a Complaints Handling Team, following a recent pilot and business review. This is supported by BCU commanders whose teams would otherwise have to deal with the additional work and will now have increase front line productivity. Current resourcing levels are having underlying difficulties in meeting the volume of demand in the professional standards department.

Outcomes

Improved timeliness for the public. Improved quality and speed of investigations benefitting the public and staff, including reducing times of restrictions of duty or expeditious progress to a hearing.

There will be an increase in prevention, early intervention, individual learning and organisational learning. The result will be improved public confidence and welfare.

5. Police Technology – improved criminal justice outcomes and information integrity through intelligence investment	
Mitigation of significant risk by enhancing data reliability, accuracy and security. Twenty staff to undertake the work, 5 project team members and associated technical and consultancy costs	
Cost	£850,000
Annual council tax impact (Band D):	£1.39

All 21st century organisations, in the digital age, must embrace the challenges and opportunities of automation and robotics; not investing in the future in this way is not legally or reputationally an option nor does it serve the public.

For policing, the integrity and accessibility of its operational information is pivotal to keeping the public and the most vulnerable safe. Information quality and its dissemination, with and from partners, is critical. When this fails it can do so with tragic consequences often detailed through independent reviews and high-profile cases nationally and locally. This issue has been highlighted, tracked and managed within the Corporate Risk Register; this investment is a key mitigation to the potential adverse impact on victims and bringing offenders to justice and fulfilling our lead role in the wider Criminal Justice sector.

Your survey shows that 94% of the public support crime prevention and 79% support investment in police technology to support that. We have also seen this week public concern at high profile information issues for policing, and newspaper reports of 'creaking' police databases and the serious risk it poses.

Crime and crime incident databases are an integral element of the force intelligence and information architecture. Force tasking and policing operations are based on information that needs to be accurate, secure, timely and accessible to force analysts, our statutory partners and frontline staff in order to keep communities safe.

The force still holds information on core operational systems over several decades, input by many hundreds of individuals. Our current system alone contains over 25,000,000 records and ensuring the quality of that is a key risk for the force. Because we are transferring to a new system, we have now the opportunity to invest for the future and ensure this vital information is fit for purpose. We must address this now as we migrate to new systems; preparing for the advantages automation will bring with better information/intelligence accuracy and information compliance.

A full business case has been supported through PRISM balancing risk management and affordability to progress the minimum viable option. The funding is currently anticipated to be for two years.

The project will also identify those individuals and teams where training and awareness and working with department heads will do the most to improve the quality of information and reduce duplication. The project is also delivering a communications campaign (#Get it Right) to raise awareness of good information. This is especially important at a time where we are uplifting our workforce and coupled with the normal turnover of officers will mean we have so many new operational staff. It is possible that there will be some ongoing requirement for further information quality control beyond; this will be assessed through the project.

Outcomes

The need for good policing information to drive crime prevention and public safety is clear. As the Policing Minister said in the written statement accompanying the police settlement, "Policing needs to ensure that high quality data is collected and utilised effectively to support local delivery, identify efficiencies and support the drive to deliver the best possible policing outcomes for the public." Good information is fundamental to improving proactive and reactive policing, including prevention, and thereby delivers greater safety.

This essential investment enables the force to maximise opportunities to bring offenders to justice, prevent crime and safeguard victims, many of whom are the most vulnerable in society.

In a 21st century digital age information and intelligence will be more readily accessible and accurate and thereby drive policing interventions, maximise opportunities to keep our communities safe and enable us to share timely and accurate information with policing and statutory partners.

6. Co funded community officers – Prevention, crime reduction and public confidence	
Increase non police uniformed visibility, through continued exploration for co funded community officers with a particular focus on marine and coastal	
Cost	£150,000
Annual council tax impact (Band D):	£0.24

Previous collaborations have focused on traditional 'Blue Light partners' (Fire & Rescue and Ambulance). The 2019/20 Blue Light allocation of £300,000 is fully committed and final proposals, overseen by the Blue Light Collaboration Board, will fully allocate this year's funding. This proposal is for further investment in this area.

The force perceives that existing blue light collaborations are more likely to be sustained rather than grown. However, other exciting innovations are being scoped and may be achievable such as maritime collaborations with Harbour Masters and some maritime and coastal agencies. Investment is proposed to expand operational and visible coastal/maritime collaborations. The proposal also includes a small amount of funding to support the national maritime bid referred to earlier, and for some coastal community awareness initiatives, an area where many coastal and seafaring communities feel the force does not invest in them.

I propose an investment, smaller than previous year's Bluelight allocations, to provide flexibility to progress joint initiatives as they are developed.

Outcome

Increase uniformed presence and crime reduction in coastal and maritime settings through innovation.

7. Special constabulary – Prevention, crime reduction and public confidence	
Increase non police uniformed visibility through the new ability to remunerate specials	
Cost	£80,000
Annual council tax impact (Band D):	£0.13

The force has explored with your support and for the first time in policing, the payment of Special Constables (SC) for agreeing a set number of hours of high visibility patrols as part of our Covid 19 response. Those officers/volunteers do so of their own volition.

If proven and scalable, subject to legislative change, the potential for this initiative should not be underestimated. Whilst a paid auxiliary is not unusual in other parts of public service it's potential for this force, particularly in regard to summer policing and surge capacity during civil emergency, could truly benefit our communities.

The pilot is not without controversy and there is no pre-determined outcome from the pilot which will be assessed in the coming weeks. Even should the pilot prove to be beneficial there will need to be further discussion with local SC colleagues, NPCC, local Trades Unions, Staff Associations and the Home Office as to the concept.

Outcomes

Increase uniformed capability at core times of public need, providing reassurance for the public and resilience alongside other frontline colleagues.

Enhanced enforcement and prevention capability within high harm communities.

Potential to improve upon our summer policing offer to our communities and visitors in a manner not previously envisaged.

8. 40 Additional officers – crime fighting, prevention, visibility and public contact	
Additional 40 recruits/transferees in addition to the uplift, for allocation to local and neighbourhood policing	
Cost	£551,000
Annual council tax impact (Band D):	£0.90

The government’s 2021/22 investment enabling an uplift of 141 officers, is welcome. I understand why the government scaled back the overall in year national target to 6,000 given the challenges in achieving the planned total of 8,000, although we have no concerns that we could have met our full total locally.

I continue to respect and learn from our history; I must also look forwards and plan for the coming decades.

Some of the government funded uplift has and will be allocated to policing roles that are not necessarily visible to the public or geographically dedicated. Some will be tasked combatting the unprecedented offending occurring on-line and investigating Serious and Organised Crime. Cyber crime and cyber enabled crime, even with our best endeavours, is likely to grow steadily; areas such as Specialist Operations and Counter Terrorism, must be enhanced. I referred earlier to growth in Roads Policing, but we must also increase our uniformed patrol and response functions.

The force has a true heritage in respect of neighbourhood policing and prevention which has of course been impacted by austerity and the need to respond to new crime types and demand. In your tenure, the precept increase has enabled us to restore some dedicated Neighbourhood Beat Managers and Neighbourhood Team Leaders.

Whilst some of the national uplift will also be allocated to dedicated Neighbourhood Policing, the public and members of the Police and Crime Panel wish us to do more; notably it is the strongest response within your public survey. My own leaders and staff see the value of such investment.

I propose that an additional minimum of 40 officers are recruited in 2021/22.

Those 40 officers, supported by the uplift and other precept growth, will provide enhanced capability for dedicated Neighbourhood Policing. They will focus on prevention, problem solving, enhancing visibility and improving public confidence.

In addition, they will support a programme to open some police stations to the public on notified days and locally published times for neighbourhood and local policing 'surgeries'. This is of course dependent the buildings being fit for purpose within the OPCC Estates Strategy.

It is important that we take account off the needs of diverse communities and the views of partners. The current lockdown restrictions mean we have time to develop the proposals, ensuring they meet local needs, while we undertake recruitment.

I stress that these 'surgeries' are not Police Front Desks nor implemented to fulfil that purpose. Those will be maintained across the existing estate for the foreseeable future and remain staffed by police staff colleagues.

My intention is for the 40 officers to be additional to the uplift numbers. It is possible that the rules or funding for uplift change next year; in which case we could revisit whether they were sustainable, however in such a worse case, we would still have increased visibility by bringing forward recruitment.

Outcomes

Improved confidence in local policing with enhanced warranted officer numbers geographically based within rural, coastal and market town communities and in higher violence communities.

Improved early interventions, diversion, problem solving and community contact. The potential to support improving demand management in our call centres through local 'surgeries' accessible to the public.

Delivering on your public survey, which highlighted the overwhelming support for visible policing and community based crime prevention.

CONCLUSION

The funding settlement announced in December 2020 provides an opportunity for PCCs and the public to invest in policing in their communities. To look to the future but also to restore some of what was lost in austerity.

Your survey received strong and positive public feedback as to areas for investment, alongside the draft report following scrutiny of the force contact centres. This budget proposal aligns overwhelmingly with those responses and insight.

The force has a strong track record on delivering in its strategic and operational intent, even in the current pandemic. We are seeing the allocation of uplift and precept funded officers and further uplift growth next year.

This budget proposal addresses key public and force priorities:

Investigating crime. A range of investments in the Investigative Support Group, the Communications Data Investigators and the Suspect Management Team. These will resolve crimes more quickly, maintain support to the pursuit and investigation of serious and violent crime and to the disruption of drug supplies. More offenders will be brought to justice, crimes resolved more speedily, and victims better supported.

Police technology such as drones and 3D mapping will enhance safeguarding, improve investigation and facilitate the prosecution of crime. Underpinning the investigation of crime and many of the other investments, information quality is integral to 'deliver the best possible policing outcomes for the public'.

Improving Public/Customer and Victim Services. The proposal includes a significant investment in contact centre staff in order to impact positively on call waiting times in line with the recommendations from the PCC's 101 Scrutiny Review from December 2020. The 40 additional officer recruitment will specifically enable development of local place-based contact between the public and police.

Neighbourhood policing and prevention. The budget proposal would lead to an increase in 40 dedicated Neighbourhood Beat Managers. The budget proposal also seeks investment in local policing, maritime and coastal policing and collaborations to enhance operational resilience, visibility and public reassurance.

This budget proposal is a net investment in policing our communities and our visitors, providing greater safety and security in what many suggest may be a volatile few year to come. It builds on a legacy of crime reduction, innovation and intelligence led problem solving policing. It is an investment in Neighbourhood Policing, Prevention and Partnerships which is not only our precious ancestry but also our future; even in a digital age.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Shaun Sawyer', with a large, sweeping flourish extending to the right.

Shaun Sawyer QPM
Chief Constable

Appendix

Table A – People Numbers

2020/21 (FTE)		2021/22 (FTE)	2022/23 (FTE)	2023/24 (FTE)	2024/25 (FTE)
<u>Police Officers</u>					
3,097	Opening Balance at 1st April	3,241	3,422	3,610	3,610
50	Precept funded change	40	0	0	0
94	Uplift numbers	141*	188	0	0
3,241	Closing Balance at 31st March	3,422	3,610	3,610	3,610
* Includes 6 FTE allocated to ROCU.					
<u>Police Staff (Force)</u>					
2,100	Opening Balance at 1st April	2,127			
27	Investment/Uplift	90			
2,127	Closing Balance at 31st March	2,217	2,208	2,178	2,178
<u>Police Community Support</u>					
169	PCSO	150*	150	150	150
37	Blue Light	** 43	43	43	43
206	Total	193	193	193	193

* estimated year end numbers

** Bluelight posts are posts provided in partnership with other blue light organisations. FTE number currently estimated, actuals to be finalised.



Commissioning Intentions Plan 2021 to 2022



Introduction

This Commissioning Intentions Plan 2021/22 details the range of commissioning undertaken to support the delivery of the Police and Crime Commissioner's (Commissioner) statutory duties and the priorities within the Police and Crime Plan 2017-21:

Priority 1: Connecting Communities and Policing

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

**Priority 2:
Preventing and
detering crime**

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

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

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

This Commissioning Intentions Plan sets out the Commissioner's approach for making decisions about which interventions will be commissioned, and the approach used for updating existing service specifications or creating new ones. It is intended to ensure funding is allocated fairly and proportionately, with due regard to the competing demands on available funding.

The Office of the Police and Crime Commissioner (OPCC) is responsible for directly commissioning specialised services for Devon, Cornwall and the Isles of Scilly and is committed to providing the most effective, fair and sustainable use of resources for specialised services. Each year the Commissioner, also referred to as "the PCC", makes decisions about which new services to commission in Devon, Cornwall and the Isles of Scilly and

which existing specialised services need to be changed or updated. In the first instance we conduct an initial assessment of need, drawing together information from the following sources to support our decision making:

Our Partners

- Local partnership intelligence reports
- Partnership data from Local Criminal Justice Board Partners
- Police assessments of threat, risk and harm

Data

- Peninsula Strategic Assessment
- National sources of data from Office of National Statistics - Crime Survey for England and Wales



People who use our services

- Contract reports from existing services
- Lived experience advisors

Our community

- Budget survey administered by the Commissioner
- Community engagement events
- Community intelligence

Evaluations - what works

- Use of evaluations and evidence commissioned alongside service delivery
- Impact and outcome reports from services

The supply market

- Requests for funding
- Commissioning consultation

The Commissioner will not generally commission any services outside the Commissioning Intentions Plan, although the exact details of service provision may vary in line with the nature of the funding streams advertised and

the priority identified. Where there is an emerging issue this will be considered on its merits and a specific decision made and published.

Likewise, the Commissioner will not provide direct grant funding to community initiatives from commissioning resources which are outside this plan. Community organisations and initiatives will benefit from the community grant scheme which will be advertised each year, so organisations which wish to seek grant funding from the Commissioner will have a fair, equal and transparent opportunity to receive funding. The details of grants made will be published each year on our website. In addition, the Commissioner may also allocate funds from the Property Act using the Property Act Fund process and may allocate further funds to wider grant making organisations to support delivery of crime prevention in local communities.





Future of commissioning at the OPCC

The term 'commissioning' is the cycle of assessing need and, where identified, designing and securing the appropriate service to respond. The practice of commissioning locally, nationally and internationally is beginning to move away from a commissioning approach which relies on short term funding which creates a 'cliff edge' for services, staff and the people they are supporting which can be harmful to longer-term sustainable service delivery. It is recognised that longer-term funding has significant benefits as listed below:

For organisations:

Longer term funding creates stability in service delivery which allows services to embed quality standards, develop and retain a skilled and experienced workforce and allow organisations to plan. Organisations which have longer term funding become confident to try new things and innovate.

For people:

Many people who benefit from our commissioned services have multiple and complex needs. Working to support people to turn their life around or enabling people to seek the right support at the right time to address their needs requires a continuity of service offer. As people with complex needs often rely on the consistency of relationships with trusted professionals or support workers, it is counterintuitive to our desired outcomes if services are decommissioned or must close due to a lack of sustainable funding.

For employees or support workers:

Not knowing if you have a permanent job or whether the funding will continue for

your role is detrimental to the wellbeing of the workforce. It also prevents a full investment in time and effort to the role. Continually putting people's jobs at risk as a result of short-term funding is harmful and it also prevents challenges with recruitment.

For communities:

Having consistent and present services is important for our communities as these services can begin to work collaboratively with other community groups or services to improve the response to people in need locally. It also reduces the risk of duplication of service offer.

For systems:

We recognise that our systems are very hard to navigate for people who need help sometimes. This is because systems are fragmented and not linear. Commissioning has a role to play in supporting system change and one way in which this can occur is through co-commissioning with partners, collaboration between commissioners and longer-term sustainable funding.

Developing a commissioning strategy 2021 onwards

Recognising these challenges and benefits is the focus of the Commissioner's and OPCC's vision for a more sustainable and consistent commissioning strategy from 2021 onwards. Building on our commissioning foundation, this year's commissioning intention plan should be viewed as an interim commissioning plan as we move towards more strategic commissioning that flows from the priorities of the next police and crime plan in 2021. In moving our commissioning approaches towards a vision of longer-term co-commissioned services that benefit from sustainable funding, this will be the last year in which the OPCC will make grants to Community Safety Partnerships (CSPs). It should be noted that there is no intention to reduce the financial investment in local



areas; instead the Commissioner and OPCC will be improving and simplifying our commissioning, aiming to co-commission local services to address local need with local commissioners in line with the details contained in this and future plans.

Launching a new commissioning framework

To achieve the objective detailed above the Commissioner and OPCC will launch a new commissioning framework from 2021 onwards. This will be the mechanism in which our commissioning funding will be spent. In reviewing previous approaches to commissioning at the OPCC, the new commissioning framework addresses and supports the following principles:

- All commissioning will be in support of the police and crime plan and national priorities which will be clear and measurable
- The strategic commissioning process will be informed by the views of those who use the services and shaped by them
- We understand the prevention needs and priorities of our communities, now and in the future and clearly specify our requirements
- Commissioning needs will be grounded in evidence of need (political, ethical and moral)
- All services procured must represent good value for the public purse and the service users
- Services can be accessed and used by all who need them
- Wherever possible and appropriate multi-year contracts will be awarded

- The commissioning process will support community resilience and local regeneration where possible
- Performance information will measure whether services are meeting the needs of service users without creating a dependency
- We work in partnership wherever practicable and identify collaborative co-commissioning opportunities that can be delivered across the area to meet service user needs
- Our commissioning activity is transparent and published online
- Our interventions will minimise opportunities for vulnerable people being exploited
- Successes and innovation are promoted; we will work with providers to test innovative solutions to traditional problems
- Wherever possible, we encourage a restorative approach
- We will decommission initiatives if found ineffective

The framework

The framework introduces five commissioning schemes; delivery of victim services, the Police and Crime Commissioner's Impact Scheme, contribution to pooled budgets for Youth Offending Teams (YOT), a Community Grant Scheme and an Evidence-based Practice Scheme. More detail about each scheme will be provided throughout this plan as the budget and spend are detailed. The OPCC will operate within the framework in conjunction with its newly appointed Strategic Delivery Partner (SDP) which is detailed on page 10.



Consultation

In producing this document, the Commissioner has fully considered the responses received to the consultation letter sent in November 2020 to proposed changes to the commissioning framework. The letter was sent to all local authority chief executives, chairs of CSPs and YOT management boards as these were the organisations primarily affected by the proposed changes to the commissioning framework. There was a full response to the letter which outlined the direction and thinking around the proposed commissioning framework. The respondents provided confidential feedback. The main points of the responses are summarised below.

- Overall, there was good support for longer-term, co-commissioning with partners and the sustainability of commissioned services, but there was unanimous support across the CSPs for delaying the introduction to April 1, 2022 due to widespread concern that the proposed timescales would result in the framework commencing in the middle of a financial year.
- Second tier CSPs were most concerned they would not have the additional funds or resources to either co-commission or match fund services in the Police and Crime Commissioner's Impact Scheme. They were concerned they would lose their autonomy to use funding for tactical and immediate community needs, worrying that the community grant scheme would be bureaucratic or overly administrative. This was not

replicated in responses from upper tier CSPs.

- Overall, CSPs understood there was no intention to remove available local funding, but that the mechanism would change. As a result there were many questions about how this would work in practice.

For 2021-22 only CSP grants will be maintained at 2020-21 levels to facilitate a transition period for CSPs and the OPCC to begin the work needed to make changes to the strategic commissioning approaches that will support the delivery of the next police and crime plan. The Commissioner chose this option as it maintained "least disruption" for 2021-22 given the public health crisis (Covid-19) and uncertainty of the timescales for election of the next PCC. It was also considered important to give local partnerships sufficient time to plan for these substantial changes in arrangements and it was felt that to make these changes without 18 months' notice was too great a risk, operationally, reputationally and in terms of maintaining and building relationships with local partners.

Analysis of spend across the peninsula shows that the way in which CSPs have been allocating their grants are not dissimilar to the proposed framework and the Commissioner and OPCC are fully committed to co-commissioning with partners and longer-term sustainability in line with this framework. Analysis of grant spending over some years indicates that on occasion there has been duplication in spending (ie workforce development), inconsistent



service offers based on geography and missed opportunities for collaboration. To this end the opportunity for some CSPs to begin this transition process in 2021-22 is fully encouraged in line with their own commissioning cycles. Work will also begin alongside the Commissioner's strategic delivery partner for victim services to identify the full financial envelop for victim services going forward. To this end where CSP's have spent money on 'victim services' this will be re-allocated to our strategic delivery partner for victim services in 2022-23 to enable a consistent victim offer across Devon, Cornwall and the Isles of Scilly. This is essential to reduce duplication and provide a systemic response to victim services across the peninsula.

In the commissioning year 2021-22 the OPCC intends to explore the following:

- A peninsula-wide service or arrangement for domestic homicide reviews
- A peninsula-wide therapeutic offer for victims of sexual violence
- Shared workforce development options

Accessibility statement

Access to services, promoting equality and addressing inequalities are the focus of the Commissioner's Commissioning Intentions Plan. Throughout the development of the service specifications and processes cited in this document, the OPCC has:

- Given due regard to the need to eliminate discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people who share a relevant protected characteristic (as cited under the Equality Act 2010) and those who do not share it.
- Given due regard to the need to reduce inequalities between communities in access to, and outcomes from services and to ensure that wherever possible



How the commissioning budget is being allocated in 2021-22

For the next financial year 2021-22, the total commissioning budget across the OPCC is £5,868,425 which works on the assumption that the MoJ Grant for Victim Services (not released at the time of writing) is the same as the previous year. The budget is made up of a £3,743,000 commissioning grant allocated directly by the Commissioner for the purpose of commissioning services for

the benefit of Devon, Cornwall and the Isles of Scilly.

This amount includes an inflationary uplift of £100,200 on the previous year. The commissioning budget also includes £2,125,425 from the Ministry of Justice Victim Services Grant, the Childhood Sexual Abuse (CSA) and Childhood Sexual Exploitation (CSE) Grant and additional funding from Independent Sexual Violence Advisors (ISVAs) which is used to fund victim care services as part of the Commissioner's statutory responsibility. Due to additional investment in CSP and YOT priorities through the Serious Violence Prevention programme, the inflationary uplift is added to the overall commissioning budget, excluding YOTs and CSPs in order that the voluntary, community and social enterprise (VCSE) sector can benefit from additional financial support.

<u>Budget</u>	<u>2020-21</u>	<u>2021-22</u>
Police and Crime Commissioner Commissioning Budget	£3,642,800	£3,743,000
MoJ Victim and Witness Grant - CSA-CSE Grant	£ 2,117,262 Including additional ISVA funding ringfenced (£57,143)	£2,125,425 (Including £65,306)
Total	£5,760,062	£5,868,425



Commissioning Framework Overview

This document sets out how the commissioning budget will be allocated in 2021-22 against the new commissioning framework.

The commissioning budget for 2021-22 has been allocated as follows in this overview:

Commissioning Scheme	Alignment to current Police and Crime Plan	Budget 2021-22
Victim and Witness Services	Services to Support Victims and Witnesses helping them to get justice	£2,944,962
Police and Crime Commissioner's Impact Scheme	Place-based services for victims and offenders to address local priorities Early intervention and prevention activity to deliver the priorities of the Police and Crime Plan	£515,202
Police and Crime Commissioner's Community Grant Scheme	Place-based services for victims and offenders to address local priorities	£200,000
Evidence-Based Practice Commissioning Scheme	Early intervention and prevention activity to deliver the priorities of the Police and Crime Plan	£92,310
Contribution to Pooled Budget For Youth Offending Service	Early intervention and prevention activity to deliver the priorities of the Police and Crime Plan Place-based services for victims and offenders to address local priorities.	£500,700
Community Safety Partnership Grants	Early intervention and prevention activity to deliver the priorities of the Police and Crime Plan Place-based services for victims and offenders to address local priorities	£1,615,249



Details of each commissioning scheme 2021 - 2022

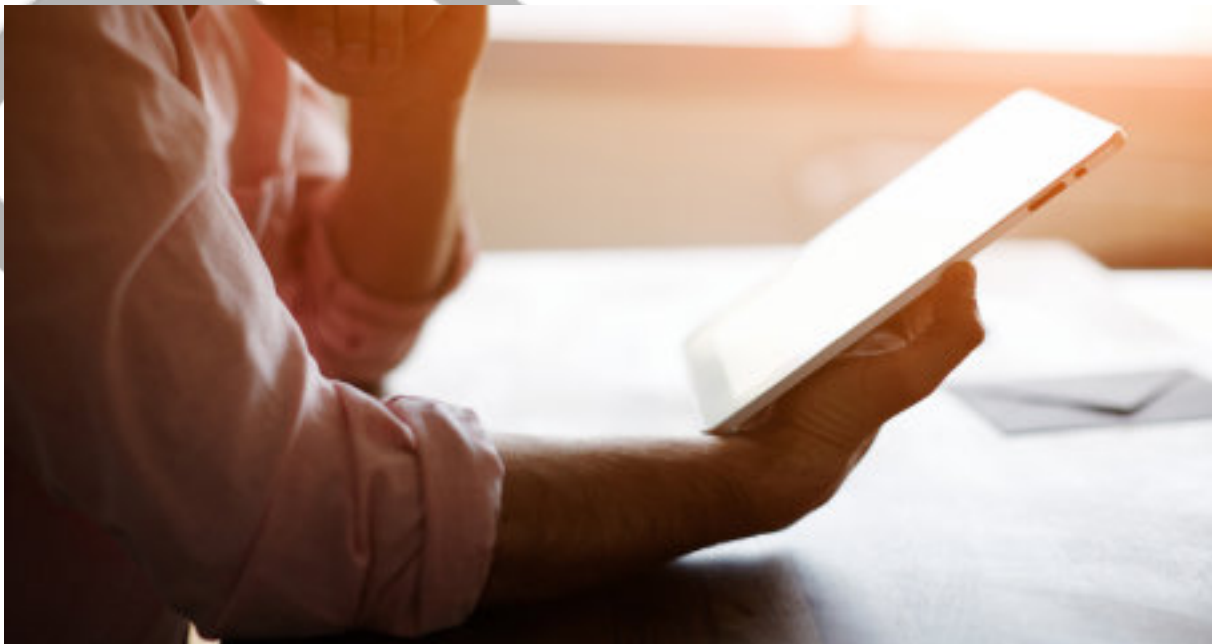
Commissioning schemes

1. **Victim and witness services:** page 13
2. **Police and Crime Commissioner's Impact Scheme:** page 17
3. **Police and crime Commissioner's Community Grant Scheme:** page 23
4. **Evidenced-Based Practice Scheme:** page 27
5. **Pooled Budget For Youth Offending Teams - Service:** page 29
6. **Community Safety Partnership (CSP) Grants:** page 31

Office Services: page 33

Partnership commissioning: page 35

Other funds to support the commissioning of services: page 41





1. Victim and witness services

We commission specific victims' services to support victims to:

- Cope with the immediate impacts of crime
- Recover from the harm experienced
- Provide greater confidence to victims who help them support a criminal action

Context

An average of **89,982** instances of victimisation occur every year¹ in Devon, Cornwall and the Isles of Scilly. Across Devon and Cornwall in the financial year 2019-20, 82,026 crimes were committed against people. This equated to 82,701 instances of victimisation. On average, 56,671 (63%) unique victims² and 14,940 (17%) repeat victims come into contact with Devon and Cornwall Police every year³.

In order to understand what support victims need, police officers and police staff undertake an initial Victim Needs Assessment (VNA). In 2019-20 Devon and Cornwall Police completed over 80,000 VNAs and of this number more than 10,200 victims were identified as having a support need. In the first instance each person with an identified

need is referred to the Victim Care Unit, where a more in-depth assessment of need is made and where the victim can receive immediate help. Through this assessment the unit then refers the victim through to the Victim Care Network (VCN) which consists of expert services located within communities. A total of 2,911 referrals were made into the VCN in the 12 months to Sept 2020 (including those from other agencies). This is an increase of 38.9% compared to the previous 12 months.

In the 12 months to October 2020, there were **21,322 victims** of reported **domestic abuse** (DA). This is a **5.8% increase** compared to the previous 12 months. Over a third (**34.7%: 7,409**) of DA victims are a **repeat victim** of domestic abuse. In respect of sexual violence there were 1,629 rapes, which is a 3.4% increase on the previous year and 2,756 other sexual offences, which is a 6.7% decrease on the previous year. It is therefore imperative that effective community services, which specialise in supporting victims in these circumstances, are available to help reduce harm, prevent risk and support recovery.

About our victim and witness care services

Strategic Delivery Partner Victim Services - Victim Support

From the April 1, 2021, Victim Support will commence a new contracted service

¹ This includes a count of the number of victims of crime that come into contact with the Police, including repeat victims.

² A unique victim is regarded as a person who has been a victim of one offence.

³ A repeat victim is identified when a person has been a victim of more than one offence within the three-year period. The figures provided could yield different results if the time periods to which repeat victimisation was classified were altered.



for victims in Devon, Cornwall and the Isles of Scilly. As strategic delivery partner to the Commissioner for victim services, this new and innovative ten-year contract with Victim Support sets in place a contractual partnership which will enable the delivery and implementation of high quality “victim led” services, while working strategically with all key statutory agencies to improve the overall victim experience of the criminal justice system.



Through this contract Victim Support will be required to provide commissioning and contracting infrastructure by building support service markets in all localities. These services must include restorative justice provision, services for young people affected by crime and services which will enable effective engagement for people with protected characteristics. Working together with the Commissioner and Devon and Cornwall Police, Victim Support will also identify gaps in victim pathway provision and implement new services in response.

The vision of this new service is; **to create a “victim led” service provision that facilitates the evolution of the available markets, to be able to meet the ever changing needs of each and every victim, by matching the solution to their needs rather than adapting their needs to fit the solutions available.**

Operationally, as this service evolves, it is imperative that it seeks to keep the

principle of being “victim led” at its core. As strategic delivery partner, Victim Support will ensure it involves people affected by crime in the co-design and shaping of current and future services. Care will be taken to enable people with “lived experience” to give their time and insight. As such Victim Support will work with the Commissioner on joint plans that increase and include victim groups in the evolution of the service.

In supporting a victim to cope and recover from their experience of crime or anti-social behaviour Victim Support will also ensure that the service providers in the supply chain can demonstrate that as a direct result of receiving the service the victim will be protected from future victimisation and will feel:

- an improved sense of health and well-being
- better able to cope with aspects of everyday life
- an increased feeling of safety
- better informed and empowered to act

Over the last decade there has been significant progress in improving the victim experience and as a result we now have a better understanding of what victims need. This contract builds on progress made, but focuses on ensuring we are keeping pace with the changing nature of crime and crimes being reported, as well as the pressures placed on the system. As the service evolves the Commissioner’s strategic delivery partner for victim services will take on more specialist support services for victims. These will include including specialist funding for domestic abuse and sexual violence in 2022-23. As a



result the contract value will change accordingly each financial year.

Interim Grant Scheme for Specialist Domestic Abuse and Sexual Violence Support Services (Includes CSA - CSE)

From April 2022 onwards our strategic delivery partner for victim services will commission specialist support services for victims of domestic abuse and sexual violence. In the interim period 2021-22 this funding will be administered through a one-year grant scheme. This grant scheme will include the 'ring fenced' childhood sexual abuse and childhood exploitation grant the OPCC receives from the Ministry of Justice. This grant scheme will focus on supporting the sustainability of existing services who are currently supporting people affected by domestic abuse and sexual violence in our community. Whilst taking into account the advice of domestic abuse commissioners within the Local Authorities of Cornwall, Plymouth, Torbay and Devon, and NHS England commissioners, this grant scheme will also take into account geographic demand as well as the diverse needs of people who need to access these services.

Independent Sexual Violence Advisor Service and Sexual Assault Referral Centres

In 2018 the commissioning arrangements in this area changed, with NHS England assuming responsibility for the commissioning of Sexual Assault Referral Centre (SARC) services, while the OPCC assumed the responsibility for the commissioning of ISVA services. A SARC is a special facility where victims of rape or sexual assault can receive

immediate help and support, while Independent Sexual Violence Advisors (ISVAs) advocate on behalf of victims, providing help and support through the criminal justice system. Both contracts commenced on October 1, 2018, and are still current in 2021-22. However, from October 2022 a new SARC contract will be commissioned and as result a new assessment will be undertaken to detail contract costs and partnership contributions in the spring of 2021 to commence 2022-23 onwards.

The Commissioner continues to work closely with NHS England to jointly contract manage the ongoing delivery of both services. The Devon and Cornwall policing area continues to have three SARCs, these are situated in Truro, Plymouth and Exeter. Within the financial envelope of support for this suite of services it will be a legal requirement for all SARCs to achieve forensic accreditation by the Forensic Science Regulator by the end of 2023. The requirement covers the assessment, collection and recording of forensic science-related evidence. The forensic regulator has statutory powers, therefore if forensic failings occur there will be a risk of reduced criminal justice outcomes and the possibility of successful challenge by defendants. In preparation for this accreditation, the Commissioner has committed £90,000 in 2021-22 as an additional budget to be spent on forensic regulation costs, enhancements, standards and quality assurance.

Victim Care Unit within Devon and Cornwall Police

It is important that victims receive timely support. All police officers attending or dealing with a crime are required to



undertake a victim needs assessment and to refer people who need support to the Victim Care Unit (VCU) which is based in Devon and Cornwall Police to enable caseworkers to contact those victims. Caseworkers complete a fuller assessment with victims and aim to establish which services will best meet victim needs and how they have been affected. Subject to the victim's choice, the VCU will make referrals to victim service providers. In addition, the unit also employs specialist Victim Care Advocates and a qualified mental health practitioner who work intensively through outreach with victims and their families with the most complex needs. The police specialist units work with the most vulnerable victims through existing safeguarding and public protection arrangements with automatic referrals to multi-agency safeguarding hubs and direct to independent domestic violence advisors (IDVAs) in specialist services. To expand provision and to work in a more holistic way, the VCU has started to

proactively contact people who are classed as a priority victim, but who have not indicated they have a need in the initial assessment. This helps identify victims whose needs may have arisen after the completion of the initial needs assessment, making sure no-one misses the opportunity for support. The VCU also has a non-reported crime helpline which means that victims who do not choose to report what has happened to them can still access support services. In the 12 months to December 2020 the VCU supported a total of 24,751 victims. Since April 2020 there has been a marked increase in monthly demand, with an average of 2,251 victims per month supported. The financial provision for this service breaks down as follows £450k for staffing costs, £20,700 for the employment of a senior mental health professional part time and £34,528 for functional costs such as specialist IT provision.

Budget overview:

<u>Services</u>	<u>2021 - 2022 budget</u>
Strategic Delivery Partner Victim Services	£1,200,000
Interim Grant Scheme for Specialist Domestic Abuse and Sexual Violence Support Services (Includes CSA - CSE)	£792,345
Independent Sexual Violence Advisors Service and Sexual Assault Referral Centres (Co Commissioned with NHS England) (Including additional ISVA funding ringfenced (£65,306))	£447,389
Victim Care Unit	£505,228
Total	£2,944,962



2. Police and Crime Commissioner's Impact Scheme

We commission specific services to support the police and crime plan:

- To achieve impact and reduce crime
- To reduce, repair or prevent harm
- To support local or regional strategic objectives
- To achieve parity, aiming for geographical coverage to reduce inequity.

Context

Devon, Cornwall and the Isles of Scilly is the largest police force area in England, covering 4,000 square miles, with over 750 miles of coastline. It is responsible for supporting a diverse range of communities whose needs, challenges and requirements differ. Its policing area operates across a range of local authority, fire and rescue and health boundaries where the force's partners work in different ways to support the communities they serve. While many services are appropriately commissioned and delivered across the entirety of the policing area it is important that the OPCC works with partners and communities to understand and respond to local needs, structures and pressures and we work with them to deliver interventions that work for those local communities.

About the scheme

The Police and Crime Commissioner's Impact Scheme supports the Commissioner by identifying and funding services, projects and approaches which help the Commissioner to deliver the police and crime plan for its duration. It is a scheme that mirrors the strategic intentions of the Police and Crime Plan, seeking longer-term impact in local areas by offering a degree of sustainability, durability and a shared commitment to achieving impact through commissioning. This scheme will eventually replace historic Community Safety Partnership grant funding and other partner and criminal justice related commissioning which does not fit within the 10-year victim care model (ie mental health provision, drug and alcohol, ASB etc). This does not mean Community Safety Partnerships will not be able to access this fund, it simply alters the mechanism in which funding is achieved and is replaced by longer co-commissioning with partners approaches. To be eligible for the scheme partners need to co-commission services alongside the OPCC and be willing to match fund or make a significant local contribution in either finances or resources, as part of their duty to collaborate under the Crime and Disorder Act 1998 and new duty to use the Public Health approach to tackling serious violence.

Services that prevent offending and reoffending

Domestic Abuse Perpetrator Scheme
 In 2020-21 the OPCC was awarded £417,395 from the Home Office to help perpetrators of domestic abuse confront



their behaviour and break the cycle of criminality. The multi-agency project, managed alongside long-running domestic abuse partners Cornwall Council, Plymouth City Council, Torbay Council and Devon County Council, works directly with those who commit domestic abuse as well as their families. The scheme also helps key workers and members of the public to identify the signs of an abusive relationship and gives them the skills to help intervene. As well as £417,395 from Government, the project will also benefit from £215,959 in match funding from the Office of the Police and Crime Commissioner and local authority partners. The Commissioner therefore intends to commit £50,000 as match funding for this scheme of work in 2021-22 and following evaluation of this program as part of the scheme of work, the Commissioner will evaluate outcomes in line with the new strategic priorities of the next Police and Crime Plan.

Circles South West

Circles South West is a charity which works to promote the rehabilitation, treatment, education and care of people who have committed or are likely to commit offences, particularly sexual offences, against others and the families of such persons and others affected by such offences. Circles UK is the national body supporting the development, quality and effectiveness of local circle delivery. The Ministry of Justice (MoJ) provided grant support to Circles UK for a number of years from 2008, including through its grant to Her Majesty's Prison and Probation Service (HMPPS). However, in 2018 HMPPS concluded that a national commissioning model for

Circles within its budget would no longer be viable and that in future Circles provision will be better supported through local funding aligned to local priorities.

The ability of services to address the risks sex offenders potentially present to communities is extremely limited, therefore it is the intention of the Commissioner to provide further funding to Circles South West in 2021-22 to sustain the services delivered across Devon, Cornwall and the Isles of Scilly at a cost of £44,600 for the full year.

In 2020-21 the Commissioner also commissioned a one-year pilot with Circles called Circles Inform Plus which commenced in September 2019 for one year. Inform Plus is an 11-week course devised by the Lucy Faithfull Foundation for groups of up to 10 men who have previous convictions for online sexual offences. The programme provides an opportunity for these individuals to explore their behaviour in a structured but supportive environment and to devise strategies for avoiding future internet related sexual offending. Unfortunately, the Covid-19 pandemic



prevented the full realisation of this pilot and therefore whilst this pilot will be concluded there are no intentions to commit further funding in 2021-22 financial year.

South West Community Chaplaincy – Public Protection Unit mentoring

The Commissioner, OPCC and Devon and Cornwall Public Protection Unit (PPU) are currently evaluating a prototype project bid by South West Community Chaplaincy (SWCC) mentoring service which is designed to address the needs of offenders with public protection licence conditions, who have finished their licence and are no longer subject to supervision by the Probation Service, but who remain under the statutory supervision of the Police's Public Protection Unit (PPU), and continue to present a significant risk of reoffending. The proposed Project will have three elements: a **public protection web** to support the effective management of risk; an **occupational web** to source meaningful interventions for ongoing community engagement; and an **emotional well-being web** that pays attention to the individual's emotional wellbeing. The SWCC already receives a small but increasing number of referrals from the PPU, a trend that may well increase due to some of the emerging offence patterns in relation to the Covid-19 lockdown. However, as there is no statutory supervision by the Probation Service there is no criminal justice budget to support the work, other than from existing charitable sources. In considering implementation of this service, the cost associated is £28k per year.



StreetGames

The OPCC started working in partnership with StreetGames to develop future initiatives to support early intervention with young people in Plymouth in November 2020. StreetGames provides young people with high quality sports volunteering in their community; alongside this they receive training to develop their critical thinking skills. The project sets out to use youth sports volunteering and peer leadership to develop critical protective factors and address the drivers of serious violence of up to 15 'at risk' young people. Funding from 2020-21 commissioning intentions plan was also used to provide seed funding for local sports groups in the Plymouth area. Due to the Covid-19 pandemic the start of this contract was delayed and might be further impeded by the national regulations on social distancing which is not compatible with this type of intervention. However, to respond to this situation the Commissioner intends to make available a further £50k in 2021-22 to enable this work to continue until the end of this commissioning intentions plan if deemed deliverable – thus allowing longer-term investment to be made in this scheme if the Commissioner prioritises this approach within the next police and crime plan.



Strategic approaches that reduce risk of offending - harm

Regional coordination to address reoffending

In 2019 a new regional group was established by the five regional Police and Crime Commissioners with partner agencies from across criminal justice, health and local government partners to strategically address offending and reoffending in communities. This is the first partnership of its type in England. In order to deliver its strategy partners have committed funds to support this programme of work, including the appointment of a dedicated programme manager to oversee delivery. The post holder has been seconded from the OPCC to fulfil this role. To continue support for this regional approach the Commissioner commits £11,500 to this post.

Support to Local Criminal Justice Board

Local Criminal Justice Boards (LCJB) in England and Wales were set up in April 2003 to manage the criminal justice system (CJS) at a local level and to ensure all criminal justice agencies are working together to tackle crime. Core membership of LCJBs consists of chief officers of the main local CJS agencies: police; the Crown Prosecution Service; the Probation Service; HMCS (the Court Service); the Prison Service and youth offending services.

As Chair of the Local Criminal Justice Board the Commissioner recognises the effort and energy of criminal justice partners to work collaboratively across the criminal justice pathways. In recognition of this the Commissioner will

continue to provide £20,000 of financial support in 2021-22 to the LCJB to support its effective operation.

Services that reduce mental ill health

Vulnerability can significantly increase the likelihood that an individual may become a victim of crime, abuse or exploitation and that they may be drawn into participating in criminal activities. Mental ill health is a particular challenge for Devon, Cornwall and the Isles of Scilly, which is a national outlier for suicides and self-harm, with a need to provide support across a large and isolated geography. In 2019-20 police officers recorded a total time of 8,614 hours (nearly 360 days) as supervising an individual with mental ill health which is a slight decrease (1%) from the previous period. This included a 2% increase in hours at a place of safety (at 860 hours) and a 13% increase in attendance at hospital for section 136 (mental health detentions) incidents (at 1,831 hours). The largest volume related to attendance at hospital for non-section 136 cases – which equates to just over 5,550 hours in the year. Therefore, the types of demand placed upon the police include safeguarding responsibilities, including locating and protecting people who have gone missing as well as supporting vulnerable victims of crime and ensuring that those who exploit and abuse vulnerable people are brought to justice.

Mental Health – Street Triage

Street Triage is an ongoing initiative that sees police and mental health services work together to ensure people get appropriate care when police officers are called to respond to a person in crisis.



Mental Health professionals working in the police control rooms in Exeter and Plymouth offer immediate advice, jointly make accurate risk assessments and aim to give the right care to the person experiencing a mental health crisis with the aim of police custody being a last resort. The current Street Triage scheme is jointly funded and co-commissioned by Devon and Cornwall Clinical Commissioning Groups and the Commissioner. The scheme continues to contribute to a significant decrease in s136 Mental Health Act detentions and this has been well evidenced within recent formal evaluation reports. The Commissioner intends to continue to provide support for this intervention in 2020-21 and will commit £100,000 of funding.

We are awaiting clear timescales of SWAST for the introduction of the mental health support via 111.



Mental Health – Neighbourhood Liaison and Diversion

In 2020-21 the Commissioner provided £150,000 to support the delivery of the Neighbourhood Mental Health Liaison and Diversion pilot across Devon, and Cornwall which commenced in late

2018. The purpose of the pilot is to offer help and support to those individuals who are not suspected of a criminal offence but instead are the subject of three or more police Vulnerability Screening Tool assessments, in order to address issues of vulnerability. The pilot has been independently evaluated by Plymouth University and following a joint review by the commissioning team at the OPCC and mental health lead in Devon and Cornwall Police. It has been decided to end funding for this service in November after a six-month notice period.

Community Sentence Treatment Requirements

The Community Sentence Treatment Requirement programme seeks to reduce the number of mentally ill people being sent to prison by providing them with the treatment and help they need to reduce future criminal activity, overseen by the courts. Currently the scheme only operates in the Plymouth Court area as part of a national pilot. The Commissioner intends to provide £20,000 funding in 2021-22 to help to widen the provision of this service, assess future need and develop the model to fit future national funding opportunities. This investment in partnership with the CCG and national funding streams will enable the expansion of the scheme in Cornwall.

Mental Health Needs Assessment

In the spring of 2021 the Devon, Cornwall and Isles of Scilly Mental Health Partnership will be in receipt of a new mental health needs assessment which will support future commissioning arrangements in this scheme.





Community Resilience and Response

Community Watch Schemes

The Devon and Cornwall Community Watch Association (DACCWA) plays an important role in keeping local communities safe and secure in support of the Police and Crime Plan. Through schemes such as Neighbourhood Watch, HorseWatch, FarmWatch and BoatWatch communities come together to support their local community and prevent crime from occurring. The

Police and Crime Plan 'Safe, resilient and connected communities' includes a commitment from the Commissioner to support the development, operation and growth of watch schemes as part of the Local Policing Promise. Since 2018, the OPCC has worked with DACCWA to develop a two-year national pilot for a strategic co-ordinator (funded by the Commissioner). This pilot provides expertise and capacity within DACCWA to provide much needed support to the hundreds of watch volunteers active in our communities. The strategic coordinator enables the continued growth and development of watch schemes across the 4,000 square miles of our policing area. This commitment is due to end in November 2021, but the commissioning intentions plan makes available £8,300 to see this arrangement through to the end of the financial year, thus allowing the time needed to assess a longer term commitment to this approach in line with a new police and crime plan.

Budget overview:

<u>Services</u>	<u>2021-22 Budget</u>
Services that prevent offending - reoffending	£172,600
Strategic approaches that reduce risk of offending - harm	£31,500
Services that reduce mental ill health	£171,124
Community Resilience and Response	£8,300
Available funding for strategic priorities of new Police and Crime Plan	£131,678
Total	£515,202



3. Police and Crime Commissioner's Community Grant Scheme

We make community grants to support communities to;

- Reduce or prevent crime
- Support ideas, innovation and new approaches
- To directly respond to community needs
- To reduce, repair or prevent harm

Context

Communities are the most important partners the Commissioner has and engagement with local people, local partners and service users is key to successful delivery. The Peninsula Strategic Assessment which assesses crime, anti-social behaviour and criminal justice trends and impact, also includes feedback from consultation with communities and partners in identifying their priorities which in turn informs delivery planning and decision making. Communities most affected by crime also need to be heard. It is all too often the case that it is precisely those communities - including deprived neighbourhoods, victims of domestic and sexual abuse, Black, Asian and minority ethnic communities, disabled people and LGBT communities - that do not have a voice. The Commissioner

seeks to provide a strong voice for these communities and to ensure that their needs and concerns are reflected in the Commissioner's priorities and in our delivery of service implementation. In completing this engagement work the Commissioner will often identify community groups, initiatives or programmes which need financial support through community grants. This scheme is a way of supporting community resilience, strength-based approaches and asset-based development.

About the Police and Crime Commissioner's Community Grant Scheme

The Police and Crime Commissioners Community Grant scheme supports shorter term funding that directly impacts communities. Grants are administered for one year only. For example, these grants can be used to support the setup of a pilot project which helps evidence proof of concept and community impact or fund a one-off purchase such as CCTV or seed funding for a safer town or a community watch scheme. The scheme is not aimed at longer term funding so if projects or services become successful they would need to apply for funding from the Police and Crime Commissioners Impact Scheme or become involved in a full open procurement process which they could readily bid for.

Funding in this scheme is supported by three main requirements

1. It must align to the Police and Crime Plan
2. It should be a project which does not require long-term funding or



funding for core-costs. It should include plans for sustainability and an exit strategy

3. It must directly benefit local communities

National Services

There are many incredible national organisations working to support policing and criminal justice matters in the United Kingdom. Unfortunately, there is insufficient funding to support the number of requests the Commissioner receives each year. To make our position fair and transparent the Commissioner will only fund national charitable organisations whose aims align with the national portfolios taken by the Commissioner and the Chief Constable or where there is a national agreement which identifies schemes which all Commissioners should make a financial contribution to. In 2021-22 the Police and Crime Commissioner is national lead for road safety and the Chief Constable is national lead for modern slavery and police cadets.

Supporting Road Crash Victims: Brake

The impact that a road collision can have on victims and their friends and families can be devastating and long-lasting. Devon and Cornwall Police operates a Family Liaison Officer service where specially trained officers provide support to victims and their families in the aftermath of a collision. In 2019 there were 48 people killed and 793 people seriously injured on our roads.

The OPCC has a long-term working relationship with Brake, a road safety charity that supports people in Devon, Cornwall and the Isles of Scilly who are bereaved or injured by a road crash, and therefore intends to make a £5,000 contribution for this work. Brake provides a road victims helpline and an information pack, which is provided to the Police's Family Liaison Officers to guide families through the aftermath of a crash information on all the procedures that they may face so that they are prepared and have somewhere to look for answers.



Preventing Modern-Day Slavery: Unseen

Unseen is a national charity that is working to end modern slavery, concentrating their effort on three main areas – supporting, equipping and influencing. Unseen also provides direct support to survivors, giving them a safe place to recover from trauma and a place to rebuild their lives. Unseen also works to influence the systems that keep slavery hidden and set up the anti-slavery partnership.

Devon and Cornwall Police and the OPCC has had a long-term working relationship with Unseen, with the Commissioner continuing to provide £5,000 in financial support to Unseen in recognition of the important role it plays locally (and nationally) in supporting victims of modern day slavery through the National Modern-Day Slavery Helpline.

National Police Volunteer Cadets Programme

The Volunteer Police Cadets (VPC) is the nationally-recognised police uniformed youth group throughout the UK. The purpose of the VPC is not to recruit police officers of the future, but to encourage the spirit of adventure and good citizenship amongst its members. The aims of the VPC are:

- To promote a practical understanding of policing amongst all young people
- To encourage the spirit of adventure and good citizenship
- To support local policing priorities through volunteering and give young people a chance to be heard

- To inspire young people to participate positively in their communities

The VPC brings together a diverse group of young people aged 13-18 years, who have a joint desire to support their local communities and gain a practical understanding of policing. Devon and Cornwall Police has a growing network of cadet units with at least one unit operating in each of the six local policing areas. Cadets develop their leadership skills by undertaking challenging social action projects in their communities.



The National VPC Programme is supported by a team and led by Chief Constable Shaun Sawyer of Devon and Cornwall Police. They support the VPC through funding; developing resources and training; producing opportunities for cadets and leaders. In 2020-21 the Commissioner made a contribution of £7,500 to support the work of the national programme to the benefit of cadet units locally and this funding will be replicated in 2021-22 to support its continuing work.



National Police Chaplaincy Service

Since 2016 all Commissioners contribute through a five-year national agreement to the appointment of a centrally funded, full time, national Police Chaplain who is responsible for the ongoing development and management of Police Chaplaincy across the country. Chaplaincy is a vital part of police wellbeing and provides confidential personal, spiritual and practical care to police officers, staff and their families; operational support and provides links with communities and response to major-critical incidents.

National Rural Crime Network

Over 60% of the population of Devon, Cornwall and the Isles of Scilly live in rural communities. The Rural Crime Network is a national body that brings together Commissioners, the police, rural interest bodies and other key partners to better understand the policing and crime related challenges facing rural communities and to work together to raise awareness, seek changes at the national level where



required and to highlight best practice. An annual contribution of £2,000 is made by the Commissioner to support the work of the network which is expected to continue in 2021-22.

Police and Crime Commissioner Local Priorities

Twice a year the Police and Crime Commissioner, evidenced by local need, will identify the theme of these available grants. For example, a theme could be anti-social behaviour, community resilience, road safety, exploitation, community recovery, place-based solutions (such as safer towns, or CCTV) or similar. These themes are based on current circumstances; and will not generally be decided in advance for the whole year. However, given the current circumstances of the Covid-19 pandemic, the Commissioner has decided that the first theme for these grants in April 2021 will be 'community recovery and resilience' in crime. The first tranche of grant funding for 2021-22 will be for a total of £90,000 and will be split £60,000 for Devon and £30,000 for Cornwall in line with our local population. These grants will be distributed in partnership with a community grant making organisation and details of how organisations can apply for this scheme will be included on the OPCC website and publicised accordingly.

Budget overview:

<u>Services</u>	<u>2021-22 Budget</u>
National Services	£21,677
Police and Crime Commissioner Local Priorities	£178,323
Total	£200,000



4. Evidence-Based Practice Scheme

We make commission evaluation and analysis to support us to;

- To support local knowledge acquisition and build evidence
- To help us all know and understand better what works
- To influence commissioning, service delivery and strategic objectives

About Evidence Based Practice Scheme

This scheme makes an investment in evidence-based practice to reduce crime and improve community confidence. It enables funding to be ring-fenced to support evidence-based practice and to build a foundation of research locally which helps to influence our commissioning decisions, service delivery and strategic objectives. We can learn a lot about what works, and which approach has been most effective for change using methods and models of good evaluation. These might include formal evaluations or academic research, the use of technology to gather feedback and identify impact, or the sharing of best practice and learning. This scheme is all about supporting local initiative and gathering evidence of commissioning impact.

Funding in this scheme is supported by three main requirements

1. It must align to the Police and Crime Plan
2. It should be used in conjunction with funds applied for from OPCC Commissioning
3. The evidence and research approach must be ethical, safe and participants must freely consent to be part of evaluations



In this area of commissioning the Commissioner and their office would be able to try new initiatives and learn what works. An example of evidence-based practice we have commissioned in the past include an evaluation of the direct deployment of independent domestic abuse advisors deployed with police officers direct to the scene of a domestic abuse incident. An evaluation of this nature should be able to tell us if this is a more effective method of getting help and support to victims of domestic abuse, rather than a referral to an IDVA later.

Reducing offending annual conference

It is widely acknowledged that to be at the forefront of reducing offending, all partners need to work together. It is the Commissioner's intention to hold an



annual reducing offending conference in order to provide an opportunity for a diverse range of organisations, community groups and stakeholders to come together to share the latest approaches and strategies which support the rehabilitation of offenders locally. Supported by the Local Criminal Justice Board, this annual conference would enable people to show-case best practice, collaborate and innovate – leading to an identifiable repository of research, learning and knowledge, as well as a ready-made action plan of things we could do as a community of partners with a shared interest.

Seed funding for an evidence based practice partnership

Creating a new partnership involves time, energy and resources. Yet the benefits of an effective evidence-based practice partnership are clear. We can expect a successful partnership of this nature to encourage experimentation, exploration, efficiency and effective practice. Using this investment, the OPCC hopes to attract match funding from our local universities and social research organisations to implement a formal learning partnership focused on the development and implementation of evidence-based practice.

Budget overview:

<u>Projects</u>	<u>2021-22 Budget</u>
Reducing offending annual conference	£10,000
Seed funding for a evidence based practice partnership	£30,000
Evaluation and analysis budget	£52,312
Total	£92,312



5. Pooled Budget For Youth Offending Teams - Service

Context

The Youth Offending Service (YOS) works with young people who get into trouble and required police intervention and work with those affected by their behaviour. Its primary role is to reduce or prevent further offending. The four Youth Offending Teams (YOT) for Cornwall, Devon, Plymouth and Torbay are part of the respective local authorities and are separate from the police and probation arrangements. The teams consist of multi-agency staff with backgrounds in policing, social work, education, probation and health. Funding for the

YOS across all agencies continues to be under significant pressure. This has led to an ongoing redesign of operating models across the peninsula, reductions in workforce and amendments to service provision leading to pressures on other service areas, in particular early intervention work. Across the peninsula the Commissioner's contribution is part of a pooled budget agreement with local authorities clinical commissioning groups, Devon and Cornwall Police, National Probation Service and the Youth Justice Board which is renewed annually. In 2021-22 the Commissioner wishes to work within a longer-term pooled budget arrangement in each area to help offer stability and continuity of funding for these services. It is hoped that the use of pooled budget agreements across the peninsula, with effective oversight as part of YOT boards, will ensure greater transparency and increased accountability for the OPCC contribution to the partnership.

Budget overview:

<u>Service</u>	<u>2021-22 Budget</u>
Devon Youth Offending Service	£190,266
Torbay Youth Offending Service	£65,091
Plymouth Youth Offending Service	£85,119
Cornwall Youth Offending Service	£160,224
Total	£500,700





6. Community Safety Partnership (CSP) Grants

We invest in placed based interventions via the Community Safety Partnerships to:

- Improve collaboration with local partners;
- Address local emerging threats from crime and disorder;

Context

There are 10 CSPs across Devon, Cornwall and the Isles of Scilly which can target interventions in individual locations which meet local needs. The OPCC Community Safety Partnership Fund is a legacy originally created by the amalgamation of previous, now redundant, national funding streams. The continued allocation of funding in this way is at the discretion of the Commissioner and is seen by the Commissioner as an investment in local areas to assist in delivering priorities identified in both the Police and Crime Plan and the Peninsula Strategic Assessment (PSA). The CSPs then commission services in their areas to meet local needs. The PSA utilises the MoRiLE (Management of Risk in Law Enforcement) methodology to undertake a review of strategic threat, risk and harm. It identifies and describes the main threats and risks to communities across Devon, Cornwall and the Isles of Scilly. It also provides a broad

assessment of the effectiveness of the responses in place and identifies gaps and areas for improvement.

During 2019-20 the OPCC undertook a review of how well the current arrangements were working and the strength of the linkages between local priorities and those in the Police and Crime Plan. The OPCC also identified concern that CSPs are over reliant on the investment from the Commissioner, with other statutory partners not contributing to pooled budget arrangements or active contributions in all areas. The Commissioner is very supportive of local decision making but recognises that this funding is vital and must be used to ensure an equality of service, as well as widespread impact in all of our communities.

Despite some improvements in the management of these grants through strengthened grant conditions and closer partnership working, the extent of collaboration and co-working which was hoped for has not been achieved. Whilst the Commissioner intends to continue to make the same investments into the Community Safety Partnerships as in previous years, this is the last year of funding through grant allocation and in subsequent years CSPs are encouraged to co-commission services alongside the Commissioner and to apply for yearly community grants in line with the new commissioning framework



Budget overview:

<u>Grant</u>	<u>2021-22 Budget</u>
Cornwall Community Safety Partnership	£448,636
Torbay Community Safety Partnership	£201,575
Plymouth Community Safety Partnership	£400,568
Devon Community Safety Partnership	£439,470
South Devon and Dartmoor CSP	£25,000
North Devon and Torridge CSP	£25,000
East and Mid Devon CSP	£25,000
Exeter CSP	£25,000
Isles of Scilly CSP	£25,000
Total	£1,615,249



Office Services

Excluded from the commissioning budget, but relevant in respect of the services the Commissioner provides, the OPCC also spends funds on the following services from the office budget.

Councillor Advocate Scheme

The Councillor Advocates scheme continues to grow and is improving connectivity between local elected members to their policing teams. There are now more than 320 councillor advocates across Devon, Cornwall and the Isles of Scilly. The scheme aims to ensure that:

- 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

- police officer time is used to its optimum by enabling the cascade of information 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 Commissioner is kept informed of community views across Devon, Cornwall and the Isles of Scilly, so that the Commissioner can effectively hold the chief constable to account for policing

The Commissioner will continue to invest in supporting this scheme in 2021-22.

Independent Custody Visitors

The provision of Independent Custody Visitors (ICVs) is a statutory duty of the Commissioner. ICVs are members of the community who volunteer to visit police stations unannounced to check on the treatment of detainees, the conditions in which they are being held and ensure



that their rights and entitlements are being observed. Managed within the OPCC the ICV volunteers claim expenses when carrying out their duties. The ICV programme forms part of the Commissioner's formal scrutiny duties and the Commissioner's role in holding the Chief Constable to account. The Commissioner's ICV Scheme is a member of the Independent Custody Visitors Association.

The aim is to maintain the good grading from the ICVA organisation.

Legally Qualified Chairs

The provision of independent Legally Qualified Chairs (LQCs) for police misconduct panels is a statutory duty of the Commissioner which must be commissioned. These panels are convened where there are allegations of serious cases of misconduct by police officers or special constables. LQCs are used to ensure greater transparency, independence and justice in this important process. There has been an enhanced role for LQCs now the new police complaints legislation is enacted in 2020.

Budget overview:

<u>Spend</u>	<u>2021-22 Budget</u>
Councillor Advocate Scheme	£4,000
Independent Custody Visitors	£12,950
Legally Qualified Chairs	£15,000
Total	£31,950



Partnership commissioning

The commissioning activity of the Commissioner and OPCC also includes commissioning with other partners. This section provides overview of planned or continued partnership commissioning arrangements for 2021-22 onwards in respect of the Serious Violence Prevention Programme and Summer Policing.

Serious Violence Prevention Programme

As part of the budget requirement for 2020-21 the Police and Crime Commissioner and Chief Constable agreed to implement a new programme of work to address the prevention of serious violence. This introduced a £1million additional investment into tackling violence crime for at least the following four years.

The principles of public health provide a useful framework for both continuing to investigate and understand the causes and consequences of violence and for preventing violence from occurring through primary prevention programmes, policy interventions and advocacy. The activities of a violence prevention approach are guided by the scientifically tested and proven principles and recommendations described in the world report on violence and health. This public health approach to violence

prevention seeks to improve the health and safety of all individuals by addressing underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence. By definition, public health aims to provide the maximum benefit for the largest number of people. Therefore, programmes for the primary prevention of violence based on the public health approach are designed to expose a broad segment of a population to prevention measures and to reduce and prevent violence at a population-level.

In support of this approach the serious violence prevention board make the following budget commitments in 2021-22.

Crest Advisory

The public health approach to serious violence prevention consists of four steps;

1. To define the problem through the systematic collection of information about the magnitude, scope, characteristics and consequences of violence.
2. To establish why violence occurs using research to determine the causes and correlates of violence, the factors that increase or decrease the risk for violence, and the factors that could be modified through interventions.
3. To find out what works to prevent violence by designing, implementing
4. To implement effective and promising interventions in a wide



range of settings. The effects of these interventions on risk factors and the target outcome should be monitored, and their impact and cost-effectiveness should be evaluated.

To achieve these steps the Serious Violence Prevention Board is working closely with Crest Advisory, a leading research and consultancy organisation, to support the work of the board and to achieve the four steps identified above. In 2021-22 the Commissioner and Chief Constable commit a further £17,000 in finalisation of the research and consultancy work.

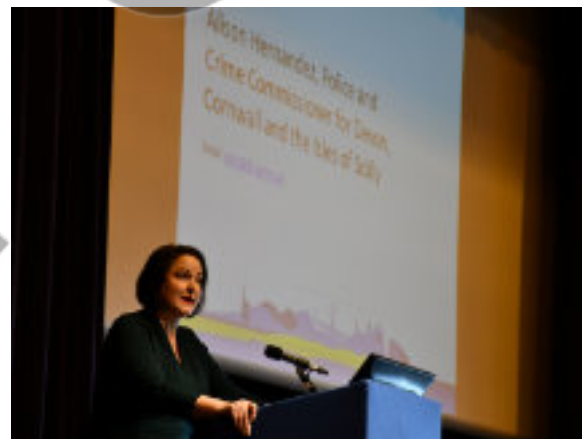
Turning Corners

Turning Corners Phase Two is a partnership approach to reduce the risk of young people in Devon becoming involved in violence, ASB and crime through early intervention and prevention. Phase two will build on the evidence and learning from the initial Turning Corners Project around adverse childhood incidents (ACEs), early intervention, maintaining trusted relationships and strengthening knowledge and understanding across multi-agency partnerships. Turning Corners one was originally a programme of interventions implemented with £500k Home Office funding, facilitated through the OPCC to tackle youth gang culture in South Devon. When the funding ceased in March 2020 there was a significant amount of learning about what works and identifying young people early before they get involved in criminality. A best practice conference was delivered in March 2020. Turning Corners Phase two is a series of interventions over four

years which specifically intervenes to prevent serious violence in a multi-agency context. The Commissioner, in collaboration with the Chief Constable, funds Turning Corners Phase Two via the South Devon Community Safety Partnership, for the next four years, subject to satisfactory progress being made, at an annual cost of £225,000 a year.

Youth Intervention – Out of Court Disposals

The Out of Court Disposal System is well-established across the Devon and Cornwall policing area to ensure that young people get the right help at the right time. The panel looks at cases which can be resolved by a community resolution, a youth caution or a youth conditional caution. It is very rare that a young person is discussed at the panel without attracting a package of support to avoid further offending. Out of court



Alison presenting at Turner Corners Conference

disposal panels are therefore a key meeting in ensuring that young people are given advice and assistance to avoid further criminal behaviour. There are strong links with out of court disposals being used as an early intervention and



prevention activity, reducing first time entrants into the criminal justice system. This funding started on January 1, 2021, when the Commissioner and Chief Constable allocated £15k to each of the four YOT areas. This commissioning intention plan therefore includes £20k for the remainder of 2021-22 if the outcomes metrics show tangible progress in line with the Prevention of Serious Violence Programmes declared aims.

ARID

Alcohol related violence has a significant impact on our communities and contributes to a number of key areas including domestic and sexual abuse and violence, hate crime and violence more broadly. We know that a number of individuals choose not to report crime for a number of reasons, and we have a significant challenge in understanding the true picture of these crimes within Devon and Cornwall. The Assault Related Injury Database (ARID) is a regional programme, delivered by Linx, which extracts non-personalised location, temporal and demographic information from the region's hospitals for assault related attendances (especially in relation to the night time economy). The benefit of the data has many applications for multiple partners across Devon and Cornwall, including licensing, community safety and serious violence prevention. The Commissioner and Chief Constable therefore intend to fund this data set which costs £25,000 per year.

Restorative Family Work

Devon, Cornwall and the Isles of Scilly currently benefit from a peninsula-wide restorative justice (RJ) service

commissioned by the Commissioner called Make Amends. RJ brings those affected by crime into contact with those responsible aiming to repair the harm caused by crime, conflict or antisocial behaviour. RJ has a proven track record of reducing reoffending, whereby if a face-to-face conference is achieved the intervention can reduce offending in all crimes between 14% and 21%. There is a growing recognition that there is a need to tackle youth violence, and interfamilial violence in families. In many cases, families do not meet the threshold for statutory involvement of agencies such as social services where there is conflict or low levels of violence in the family. In supporting these families to reduce conflict, prevent escalation and offer improved outcomes for families experiencing interfamilial violence the PCC and Chief Constable commit £80,000 a year for four years to fund two full time restorative family workers.



Dracaena Centre

Elemental UK and the Dracaena Centre will work in partnership through the U+ programme to provide a preventative and aspirational youth work approach for vulnerable young people on the verge of, or beginning to be involved in, disruptive and harmful anti-social behaviour. The two organisations have a history of



collaborative working to support some of the more vulnerable young people in the Falmouth and Penryn community network area. This is a pilot project which will be delivered over a six-month period (January – June 2021 inclusive) to 108 vulnerable young people and will inform a follow-on project with a wider reach across Cornwall and Devon. The Commissioner and Chief Constable allocates £39,892 to the U+ programme for this time period, with the potential for a second opportunity for funding to be made available if the outcomes show tangible progress in line with the Prevention of Serious Violence Programme's declared aims.

Summer Policing – Funding for Devon and Cornwall Police

In 2020-21 the Commissioner made £400,000 available to the Chief Constable to meet the challenges and demands of summer policing in 2020 in the context of the ongoing global pandemic. In addition, the Commissioner launched a fund for local authorities in 20 hotspot locations to provide up to £500,000 of funding to support targeted investments for summer 2020 on approaches to anti-social behaviour and Covid-19 safety which focused upon street marshals, CCTV monitoring, provision of public toilet facilities and other bespoke initiatives locally.

The funding provided to the Chief Constable focused on initiatives that help people affected by crime, mental ill health and domestic abuse in our communities. Some investment was also made into business processes and



Alison visiting the street marshals in Newquay

operational activity to support effective delivery.

A number of these initiatives have been or are being evaluated which will be considered further as a result of the 2021-22 commissioning intentions as detailed below:

Joint Response Unit (JRU):

An evaluation is underway conducted by Devon and Cornwall Police in respect of JRU's. JRU's consist of a mental health practitioner and police officer jointly attending incidents where people are affected by mental ill health. JRU's were also made into business processes and operational activity to support effective delivery. For example a new approach to 'bedwatch' was trialled which reduced demand on Officer resources.

Domestic abuse joint agency patrols:

An independent formal evaluation has been commissioned by the OPCC, to report to the force domestic abuse lead and OPCC commissioning manager on this initiative whereby a trained independent domestic abuse advocate attends domestic incidents alongside the police to support those affected by domestic abuse. This evaluation is due by the end of January 2021.



Budget overview:

<u>Details of spend</u>	<u>2021-22</u>
Overall Budget, including: <ul style="list-style-type: none"> • Programme Costs • Crest Advisory • Arid • Restorative Family Work • Turning Corners • Youth Intervention Out of Court Disposal • Dracaena Centre 	£1,000,000
Total	£1,000,000





Other funds to support the commissioning of services

Property Act Funding

The Police (Property) Regulations are a statutory requirement to deal with money and other property which comes into the possession of the police in connection with i) criminal charges and ii) handed in by members of the public. After one-year, unclaimed property can be sold and the proceeds distributed among charitable organisations. These proceeds cannot be used to balance the force's budget. It is a requirement of the Police (Property) Regulations 1997 (formerly Police Property Act) that an annual report on the distribution of the

funds is presented to the Police and Crime Commissioner.

The exact amount of money differs each year, but in allocating this money the Commissioner makes an annual contribution to the Chief Constables Charity of £2,000 and then allocates the remaining contribution as follows;

- 68% to Devon Community Foundation (DCF)
- 32% to Cornwall Community Foundation (CCF)

For 2021-22 the Commissioner will instruct the community foundations to use this funding to support community organisations who are reducing anti-social behaviour and supporting people affected by it.





Appendix 1: Community Partnership Funding

In the 2020/21 financial year, the Commissioner awarded £1,615,249 in grants to Community Safety Partnerships across Devon, Cornwall and the Isles of Scilly. The local authorities used this investment to deliver outcomes in the following areas in support of the Police and Crime Commissioner's Police and Crime Plan 2017-20:

Domestic Abuse and Sexual Violence	£934,594
Substance Misuse	£289,731
Exploitation	£122,300
Workforce Development	£72,656
Analytical Work	£52,493
Street Marshalls and ENTE	£28,200
Mental Health	£24,200
Domestic Homicide Review (DHR)	£23,000
Trauma	£15,500
Emerging Priorities	£13,000
Transition to Adulthood	£10,000
Anti-Social Behaviour	£10,000
ARID	£8,250
Hate Crime and Radicalisation	£5,500
Temporary Accommodation Module (Torbay)	£4,125
Road Safety	£1,700



For more information

To find out more about our commissioning mechanisms please visit; devonandcornwall-pcc.gov.uk/about-us/commissioning/

**Office of the Police and Crime
commissioner for Devon and Cornwall**

Andy Hocking House
Alderson Drive
Exeter
EX2 7RP

T: 01392 225555

E: opcc@devonandcornwall.pnn.police.uk

Online: devonandcornwall-pcc.gov.uk



Budget Risk Assessment 2021/22

	Annual Budget	Detail	Mitigation
Comprehensive Spending Review (CSR)	£206.2m (Core Grant)	The multi-year CSR was again delayed. It is anticipated that it will be considered in the Autumn 2021 budget announcement. The CSR will consider the overall level of funding to be provided for policing within England and Wales.	Working with the national groups to ensure that all demand and profile data is provided to the HO for consideration by the Treasury. Lobbying central government to ensure the maximum level of resources for policing.
Funding Formula	£206.2m (Core Grant)	The review has again been delayed. The review of the funding formula will look at the way in which the grant is distributed. In a previous attempt to review the formula D&C were significantly adversely affected.	Active engagement in the consultation process. Lobbying of central government.
Council Tax Funding	£143.1m	Due to the COVID 19 pandemic the council tax funding has been volatile with an increase in the number of council tax payers requiring Council Tax Support.	Active engagement with the collecting authorities to ensure early sight of issues and problems. Spreading the support from the government for council tax over three years to mitigate future risk. Use of general balances if required.
COVID 19	Up to £7m Approx – PPE and income (excluding council tax impact above)	The COVID 19 pandemic has impacted upon the cost of PPE and the level of income generated by the Force. To date central government support has been available. However, this is not guaranteed for future years.	Minimal loss of income has arisen to date. Continuation of lobbying to central government for support the costs of the pandemic. Robust in-year budget monitoring to identify additional savings if required.
G7 June 2021		The funding for the G7 event to be held in June 2021 will come from central government. At this stage the detail is still being assessed.	The costs of the event are held and identified separately to ensure additional costs are recovered. Dedicated financial support is provided to the project.
National ESN Project	£10m	The national ICT programme includes the ESN project to replace the Airwave system. The costs of this project have been estimates at £10m for D&C. However, due to delays this could impact on the overall cost. There are also concerns over the ability for the project to deliver the operational requirements.	A national review of the programme is currently being undertaken. A reserve of £10m is being held to fund this project.
Future Capital funding		The overall level of grant for capital schemes has significantly reduced and does not cover basic expenditure required for ICT, Estates and Equipment. Once the ability to generate capital receipts reduces this will mean insufficient funds are available.	A proactive development approach to the disposal of assets to maximise capital receipts. Lobbying of central government around the level of capital grant available. Increasing the level of revenue contribution to capital by £1m per year over the life of the MTFS.
Increase in pay award above assumptions	£2.3m	The level pay award cannot be guaranteed as it is agreed nationally. This is an area of concern due to the fact that 83% of the overall budget relates to staffing. The announcement of a pause in the pay award for 2021/22 will reduce the risk. However, the remaining three years of the MTFS may be impacted upon.	The agreed pay award comes into effect part way through a financial year. Therefore, the immediate effect is reduced and provides time to build in the permanent increase into the MTFS. The MTFS assumptions are continually reviewed to ensure they are realistic.
Core Grant Assumptions	£206.2m	The assumptions in changes in the level of core grant are reassessed annually. Prior to 2019/20 the grant has been subject to a cash flat approach.	The increases are reassessed annually. The significant economic impact of the pandemic has increased the uncertainty after 2021/22.

Council Tax Assumptions	£137.4m	The assumptions of the level of council tax, tax base increases and surpluses are considered carefully. The tax base is based on proposed housing building levels and surpluses are based on historical trends.	The level of council tax, tax base increases and surpluses are reviewed annually. The tax base and surpluses are also tested at intervals during the financial year.
Special and Specific Grants	£5.8m	The pensions grant of £3.3m and part of the uplift grant of £2.5m continue to be awarded on a year by year basis. This poses a risk to long term certainty of these funding streams.	It is anticipated that both of these funding streams will form part to the CSR process during 2021. We will work with national groups to ensure this issue is taken into account and fully considered by the Treasury.
National Commitments	up to £2m	With the cessation of the Police Transformation fund there is a risk there will be a transfer of responsibility from the centre for national priorities that move to business as usual within force areas.	Actively engaging with the exit strategies for national projects. Engagement with national teams.
Pension Revaluations	Unknown	The Police Officer and Police Staff pension schemes are subject to triennial valuations. The employer rate can change depending on this valuation. These revaluations are especially susceptible to increases due to the increased pension remedy costs as a result of the McCloud judgement.	The police officer pension was revalued in 2018. The Police Staff pension was revalued with the impact built into the 2020/21 budget.
Counter Terrorism Grant	£1m	The Counter Terrorism grant is announced annually in March prior to the start of the year. The announcement comes after the budget for the year has been set.	The level of the grant means that any change is relatively low risk. It is assumed that no increase to the grant will be available even though the national amount set aside for Counter Terrorism has increased. Each Force is assessed as to the level of risk posed from Terrorism with D& C consistently assessed as low risk.
Grant Income	Up to £5m	Grant income is available to the OPCC and the Force on a regular basis. This can come from a variety of funding streams e.g. Police Transformation Fund. The grant will be subject to a grant agreement.	The approval of a grant must be authorised by either the OPCC Chief Executive or the OPCC Treasurer. This assures that any grant conditions are not onerous on the organisation. Particular attention if paid to the exit strategy.
Major operations	£2.9m	An annual allocation is included in revenue for the cost of major operations. This is expected to be sufficient in most years. However, in the event of a particularly significant, high profile operation costs could easily exceed the revenue allocation.	Revenue funding. Potential access to Government grant for expenditure in excess of 1% of force budgets, although this cannot be guaranteed.
Uninsured Liabilities and claims	Unknown	The key uninsured liabilities would be those resulting from employment tribunals or judicial reviews. While often low level, these can have the potential to be significant.	Proactive assessment of risk, legal/HR involvement at an early stage.
Treasury Management	Unknown	Devon and Cornwall Police routinely invest funds to optimise return. Such investments will always carry a degree of risk, which is expected to be manageable within the parameters of the Treasury Management Strategy. However, the Icelandic banking crisis of 2008 was one example where many investor, including police forces, lost significant amounts of money.	Adherence to, and regular review of the Treasury Management Policy.
Other unexpected expenditure/ Working Capital	Unknown	Throughout the year it is usual for expenditure plans to be revised and change, which is all manageable through the usual budget monitoring process. It is equally possible for unplanned requirement to surface outside those already covered e.g. a higher than anticipated number of officers could retire on ill health grounds with associated costs.	Close, accurate budget monitoring throughout the year. Highlighting potential variances as soon as possible.



Annual Policing Quantitative Survey

Summary Report

January 2021

1.0 Background and methodology

As part of her commitment to actively engage with the communities of Devon, Cornwall and the Isles of Scilly Police and Crime Commissioner Alison Hernandez launched her annual policing survey on November 6, 2020.

The aim of the exercise was to survey a representative sample of residents on their views and experiences of policing in their communities. Collecting information in this way would enable any commissioner to inform the next Police and Crime Plan and assist with decision making related to the 2021/22 policing and commissioning budgets.

Because of the Covid-19 pandemic the face-to-face engagement used to promote surveys and polls of previous years was not possible so there was a greater reliance on using traditional media, social media, virtual meetings and email newsletters to engage participants.

The quantitative survey described in this report was designed to seek significant levels of engagement on questions around policing and investment priorities before a 2021/22 budget proposal was finalised. It was supplemented with a series of qualitative telephone interviews with members of the public that took place once budget proposals were finalised to gain a more in-depth understanding of policing priorities.

The digital survey ran from November 6, 2020 to January 3, 2021. Telephone interviews were carried out between January 25, 2021, and January 27, 2021.

Using these methods it is possible to gain a more detailed, nuanced and representative set of views than previous years' surveys had enabled.

1.1 Duty to seek views on the totality of the police budget

In the last two years the OPCC has moved away from the concept of a poll based purely on one or two questions directly related to the level of precept. This decision was taken because such polls, although they return high participation and completion rates, can give an overly simplistic view of the policing budget and do not seek views on the totality of policing in the force area, as the Police and Crime Commissioner is obliged to do under the Police Reform and Social Responsibility Act.

Advice from the Association of Policing and Crime Chief Executives (APACE) on Budget Engagement was issued in June 2020. This recommended a broader approach to seeking the views of the public in the force area on the totality of the policing budget throughout the financial year.

2.0 Designing the questionnaire

The length of the survey had to be balanced with the desire to seek a representative sample size – for every additional question survey completion rates decline - therefore a balance had to be struck between the length of the survey and completion rates. The final survey took around six minutes to complete.

The first four questions asked participants about themselves so results could be broken down by council tax band, age group and racial identity to ensure that participation by these groups could be monitored and appropriate action taken if certain groups or sections of society were significantly over or under represented.

Heed was given to APACE guidance to use the annual survey to educate participants further on the role of the Police and Crime Commissioner and the work of her office.

The Chief Constable of Devon and Cornwall Police, the chief executive of the OPCC and the Police and Crime Commissioner were consulted on the range of questions and helped to develop the final set.

The force's Performance and Analysis department, which includes Market Research Association qualified members of staff, then reviewed questions, rewriting some to reduce the chance of them leading participants towards a certain answer.

It was decided to host the survey on the SurveyMonkey.com website. The software behind the site allows data to be presented in a variety of ways and downloaded in several formats to enable detailed analysis.

3.0 Section 3: Promoting the survey

3.1 Media engagement

The survey received widespread publicity in the regional media, receiving editorial coverage on ITV Westcountry, BBC Spotlight, Radio Devon, Radio Cornwall, DevonLive and CornwallLive.

3.2 Radio advertising

The OPCC paid to promote the survey on commercial local radio stations to give coverage across Devon, Cornwall and the Isles of Scilly. Stations included:

- The Voice, North Devon
- Radio Exe FM
- Greatest Hits, Plymouth
- Radio Newquay
- Riviera FM
- Radio St Austell Bay
- Islands FM

3.3 Social media advertising

Paid-for social media advertising has emerged as the most cost-effective and reliable form of survey promotion.

It has the added advantage over other channels in that it can be tailored and adjusted to ensure that under-represented socio economic or minority groups can be targeted. For example, in the early stages of promotion it became apparent that residents of the force area under the age of 35 were under-represented in results. Facebook and Instagram advertising was adjusted so that advertisements reached a younger audience.

An example of a graphic used for social media promotion is as follows:



Summary of paid-for social media advertising:

Advertisement 1: catch all

Timeframe: 14 November to 13 December

Target audience location: those living in or recently visited Devon and Cornwall

Target audience age: ages 16 to 65 + (14 November until 4 December) and ages 16 to 35 (4 December to 13 December)

Total impressions: 162,724

Total reach: 76,960

Total link clicks: 3,256

Facebook: Instagram only to target under 35s

Timeframe: 15th December until 2nd January

Target audience location: those living in or recently visited Devon and Cornwall

Target audience age: 16 - 35

Total impressions: 65,716

Total reach: 33,256

Total link clicks: 420

Facebook: targeting under 55s

Timeframe: 15th December to 2 January

Lifetime budget: £300

Target audience location: those living in or recently visited Devon and Cornwall

Target audience age: 16 - 54

Total impressions: 114,094

Total reach: 43,800
 Total link clicks: 1,166

3.4 PCC Neighbourhood Alert

The Neighbourhood Alert system enables the OPCC to email multiple users at the same time. The survey was shared three times via PCC Alert newsletters in 2020 – with each reaching in excess of 31,000 subscribers.

3.4 Multiple responses

When setting up the survey link, the OPCC originally selected/allowed for it to be taken more than one from the same device to allow anyone contacting the office asking to complete it with a member of staff over the phone or any household with only one electronic device to take part. The OPCC did not want to accidentally prejudice again anyone who did not have internet access or had limited internet access.

After nearly a month into the survey (Tuesday 1 December), it was decided to limit it to only one device as most individuals contacting the office wanting the survey by other means were content with a paper copy.

3.5 Engaging diverse communities

To encourage a range of participation, we tried to target individuals from a wide variety of backgrounds and directly contacted the following groups who agreed to share it within their networks.

An Easy Read version of the survey was created for distribution among learning disabled community groups and any responses added manually.

Community groups asked to promote the survey amongst members/partners	
Organisation	Date
PCC Alert	05-Nov
Councillor Advocates	05-Nov
Community Engagement Workers	05-Nov
Independent Custody Visitors	05-Nov
South Asian Society Newsletter	11-Nov
Local MPs	07-Nov
Diverse Communities Team	12-Nov
Plymouth Racial Equality Council	12-Nov
Victim Care Unit and LGBT network	12-Nov

Neighbourhood Watch	12-Nov
Stop Hate UK volunteer	12-Nov
Devon and Cornwall Police Rural Crime Team	12-Nov
Police contact centre staff	12-Nov
Citizens in Policing	12-Nov
The Highbury Trust (learning disabled group)	13-Nov
Day Care (learning disabled group)	13-Nov
Stronger North Stonehouse	13-Nov
Inclusion Cornwall	13-Nov
Brea Gardening Club	13-Nov
Prevention, Child Centred Policing	16-Nov
North Devon Sunrise	16-Nov
WI groups - Devon and Cornwall	16-Nov
Plymstock School	16-Nov
Ivybridge School	16-Nov
Hate Crime Advisor in North Devon	16-Nov
Head of Exeter Synagogue	16-Nov
Devon and Cornwall LGBT campaigners	16-Nov
Plymouth Pride organiser	17-Nov
Learning Difficulties community contact	17-Nov
National Associated of Retired Police Officers - North Devon, Exeter, Plymouth, South Devon, Cornwall	17-Nov
Migrant Worker and Gypsy Traveller PSCO	17-Nov
Community Speedwatch Co-ordinator	17-Nov
Disability Cornwall	17-Nov
Percy Giles – Police Cadets co-ordinator	19-Nov
Independent Panel Members/Volunteers	20-Nov
Corporate Communications (internal)	25-Nov
PCC Alert	26-Nov
Councillor Advocates	26-Nov
Prevention, Child Centred Policing	30-Nov
Plymouth City Youth Council contact	03-Dec
Regional Coordinator for the Youth Parliament	03-Dec
Twitter DM - Devon Hour	04-Dec
Twitter DM - Plymouth Uni Student Union	04-Dec
Twitter DM - Exeter Uni	04-Dec
Twitter DM - Plymouth Uni	04-Dec
Twitter DM - Plymouth Marjon Uni	04-Dec
Twitter DM - Falmouth Uni	04-Dec
Twitter DM - CSAS team	04-Dec
Comms team at Torbay Council	10-Dec
Comms team at Cornwall Council	10-Dec
Comms team at Devon County Council	10-Dec

Comms team at Plymouth City Council	11-Dec
Individual with large Instagram following	16-Dec
Individual with large Instagram following	16-Dec
Individual with large Instagram following	16-Dec
New police officer recruit	16-Dec
Contact at Plymouth University	16-Dec
Street Cramps (homelessness)	16-Dec

Section 4: Results and analysis

4.1 Summary of results

Full completed survey results can be found at the end of this report. But the main points are as follows:

- A total of 5,330 people took part in the survey
- The survey was completed by 4,130 people, giving a completion rate of 77%
- Most respondents were either **Not aware at all** or **Slightly aware** of Police and Crime Commissioner initiatives funded by 2020/21 council tax
- Most of those (52%) who had contact the police in the 12 months prior to taking the survey were either **very satisfied** or **satisfied** with their chosen method.
- In relation to policing priorities Question 6, **Where do you perceive that policing needs greater investment? Preventing crime** remained the most popular choice (as it was in 2019/20, when the same question was posed in our annual survey). **On our Roads** was second most popular choice and **On the Streets Where I Live** was in third place. These were third and second place respectively in the previous year's survey.
- **Antisocial behaviour, drug dealing** and **road traffic offences** were the crimes types that participants felt most need dealing with in their communities.
- In terms of national policing priorities **reducing neighbourhood crime** was participants' highest priority, with **disrupting drug supply** in second place and **reducing serious violence** in third (of six priority areas).
- Most participants (64%) were not aware that 24-hour victim care services were available for residents of Devon, Cornwall and the Isles of Scilly.

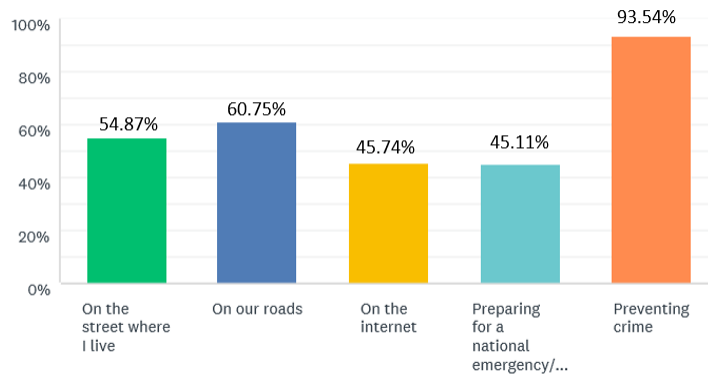
4.2 Analysis of areas where there is support further investment in policing.

The OPCC's Performance and Analysis team explored further responses to questions 6 and 15, differentiating between response groups on those questions relating to policing priorities.

Q6. Where do you perceive that policing needs greater investment? Please select three from the following options.

- 4,130 individuals responded to this question.
- Overall, most (93.54% of) people suggested that crime prevention warranted greater investment, 60.75% selected on our roads, 54.87% selected on the streets where they live, 45.74% stated on the internet and 45.11% selected preparing for a national emergency/terrorism:

A bar chart showing the percentage (%) of respondents that felt certain areas of policing require further investment



Variance by Council Tax band

Council Tax Band	Percentage (%) of respondents that selected 'on the street where I live'	Percentage (%) of respondents that selected 'on our roads'	Percentage (%) of respondents that selected 'on the internet'	Percentage (%) of respondents that selected 'preparing for a national emergency/terrorism'	Percentage (%) of respondents that selected 'preventing crime'
A	66.95	62.64	35.06	41.95	93.39
B	61.30	61.30	43.26	40.28	93.87
C	58.19	61.15	43.53	43.06	94.07
D	53.96	61.98	43.37	47.38	93.31
E	47.86	60.97	51.00	45.58	94.59
F	47.47	57.59	63.29	39.24	92.41
G	41.53	51.69	55.08	59.32	92.37
H	36.36	50.00	54.55	63.64	95.45
Don't know	51.37	60.16	48.44	46.88	93.16
Grand total	54.87	60.75	45.74	45.11	93.54

- In terms of **crime prevention** and **on the roads policing**, no statistically significant differences were detected between council tax bands.
- A significantly higher proportion of Band A respondents selected '**on the street where I live**' as an area that required greater investment (66.95%), when compared to bands D (53.96%), E (47.86%), F (47.47%), and G (41.53%).

Whilst no other statistically significant relationships were detected between Band A responses and the remaining Council Tax bands (B, C and F), the table above shows that from our survey sample the lower council tax bandings were more likely to be supportive of investment **on the streets where they lived**¹.

This could be reflective of potentially higher rates of acquisitive crime in Band A property areas. Although, this hypothesis warrants further investigation.

- A significantly lower proportion of Band A respondents selected '**on the internet**' as an area that requires greater investment (35.06%), when compared to bands B, C, D, E, F and G (see the table above).

Variance per age group

Age category	Percentage (%) of respondents that selected ' on the street where I live '	Percentage (%) of respondents that selected ' preventing crime '	Percentage (%) of respondents that selected ' preparing for a national emergency/terrorism '	Percentage (%) of respondents that selected ' on the internet '	Percentage (%) of respondents that selected ' on our roads '
Under 18	36.13	93.28	51.26	53.78	65.55
18-24	44.61	86.76	51.96	57.84	58.82
25-34	56.75	91.74	42.98	47.93	60.61
35-44	59.44	93.01	40.56	50.82	56.18
45-54	61.39	94.41	40.11	44.47	59.62
55-64	58.95	93.68	44.02	43.64	59.71
65+	48.91	94.75	49.47	43.09	63.78
Total	54.87	93.54	45.11	45.74	60.75

¹ Conclusions can be drawn from the tables throughout the document, but they do not necessarily indicate statistically significant trends (unless stated), but rather trends about the survey sample. Caution should therefore be taken when reporting on these figures.

- In terms of **crime prevention** and **on the roads** policing, no statistically significant differences were detected between age groups.
- Under 18s are significantly less likely to be supportive of investment **on the streets where they live** (36.13%) when compared to older age categories; 25-34, 35-44, 45-54, 55-64 and over 65.

This could suggest that under 18's have a lower fear of crime and/or higher perception of safety in comparison to the older age categories. Although, this hypothesis warrants further investigation.

- 18-24-year olds were significantly more likely to be supportive of investment **on the internet** (53.84%) when compared to age groups 45-54, 55-64 and over 65.

Q15. To help set local priorities, which of the following crime types most need addressing in your community?

- 4,130 people responded to this question and there were 22 options available.
- Overall, almost 50% of respondents felt that **anti-social behaviour** needed addressing, closely followed by **drug dealing** (44.21%) and **road traffic offences** (26.68%). The top 10 most popular choices can be seen below:

Crime type	Percentage (%) of survey respondents
Antisocial Behaviour	49.69
Drug dealing	44.21
Road traffic offences	26.68
Rural crime	22.86
Burglary	16.90
Domestic abuse	15.50
Drug abuse	14.36
Breaches of Covid-19 regulations	12.37
Cyber crime	10.53

Variance by Council Tax band

- Council Tax band A residents were significantly more likely to suggest that **anti-social behaviour** needed to be addressed (55.17%) when compared to band G (38.98%). Although, percentages across all bands fluctuated and did not necessarily follow a clear pattern.
- Council Tax band E residents were significantly more likely to suggest that **rural crime** needed to be addressed (34.47%) when compared to bands A (14.37%), B (15.59%), C (21.84%) and D (24.08%).

Council Tax band	Percentage (%) of respondents that suggest that rural crime in their community needs to be addressed
A	14.37
B	15.59
C	21.84
D	24.08
E	34.47
F	29.11
G	40.68
H	45.45
Grand Total	22.86

- Council Tax band F residents were significantly less likely to suggest that **domestic abuse** needed to be addressed (9.49%) when compared to band A (17.53%) and B (19.61%). Although, percentages across all bands fluctuated and did not necessarily follow a clear pattern.

Council Tax band	Percentage (%) of respondents that suggest that cyber-crime in their community needs to be addressed
A	4.60
B	8.58
C	9.36
D	10.26
E	15.67
F	20.89
G	19.49
H	13.64
Grand Total	10.53

- Council Tax band A residents were significantly less likely to suggest that **cyber-crime** needed to be addressed (4.60%) when compared to bands; B (8.58%), C (9.35%), D (10.26%), E (15.67%), F (20.89%) and G (19.49%).

Variance by age group

- Over 65s were significantly more likely to suggest that **anti-social behaviour** needed to be addressed (49.47%) when compared to under 18's (35.29%) and 18-24's (40.20%).

The full pattern observed can be seen below. Whilst not statistically significant, the sample responses show that, generally, as the age category increased the more likely a person was to be supportive of the need to address **anti-social behaviour** (up until the 45-54 age category, thereafter a slight decline is observed).

Age category	Percentage (%) of respondents that suggest that anti-social behaviour in their community needs to be addressed
Under 18	35.29
18-24	40.20
25-34	47.11
35-44	50.12
45-54	53.75
55-64	51.29
65+	49.47
Grand Total	49.69

- Over 65s were significantly less likely to suggest that **domestic abuse** needed to be addressed in their community (9.30%) when compared to all other age categories:

Age category	Percentage (%) of respondents that suggest that domestic abuse in their community needs to be addressed
Under 18	23.53
18-24	25.49
25-34	24.79
35-44	21.68
45-54	17.33
55-64	12.92
65+	9.30
Grand Total	15.50

- Over 65s were significantly more likely to suggest that **cyber-crime** needed to be addressed in their community (13.02%), when compared with some younger age categories; under 18s (1.68%), 18-24's (5.39%) and 25-34's (5.51%).

Whilst no statistical significance was detected between the over 65's and other age groups, the sample responses follows a pattern whereby younger age groups are less likely to suggest that **cyber-crime** needs addressing:

Age category	Percentage (%) of respondents that suggest that cyber-crime in their community needs to be addressed
Under 18	1.68
18-24	5.39
25-34	5.51
35-44	9.79
45-54	10.64
55-64	11.58
65+	13.02
Grand Total	10.53

- A significantly lower proportion of over 65s felt that **hate crime** needed to be addressed in their community (1.78%) when compared against all other age groups:

Age category	Percentage (%) of respondents that suggest that hate crime in their community needs to be addressed
Under 18	15.13
18-24	12.75
25-34	7.99
35-44	4.20
45-54	4.77
55-64	3.44
65+	1.78
Grand Total	4.46

- Over 65s are significantly more likely to suggest that **road traffic offences** need to be addressed in their community (30.15%), when compared with the youngest age categories; under 18s (10.92%) and 18-24s (15.20%).

Whilst no statistical significance was detected between the over 65s and any other age groups, the sample responses follow a pattern whereby younger age groups are less likely to suggest that road traffic offences need addressing:

Age category	Percentage (%) of respondents that suggest that road traffic offences in their community needs to be addressed
Under 18	10.92
18-24	15.20
25-34	25.07
35-44	25.41
45-54	26.47
55-64	27.85
65+	30.15
Grand Total	26.68

- Under 18s were significantly less likely to suggest that **rural crime** needed to be addressed in their community (11.76%) when compared to the older age groups; 45-54 (22.65%), 55-64 (25.84%) and the over 65s (27.49%).

Whilst no statistical significance was detected between under 18's and any other age groups, the sample responses follow a pattern whereby, generally speaking, younger age groups are less likely to suggest that rural crime needs addressing:

Age category	Percentage (%) of respondents that suggest that rural crime in their community needs to be addressed
Under 18	11.76
18-24	11.27
25-34	15.15
35-44	17.72
45-54	22.65
55-64	25.84
65+	27.49
Grand Total	22.86

4.3 Survey sample compared to the population of Devon and Cornwall

Age

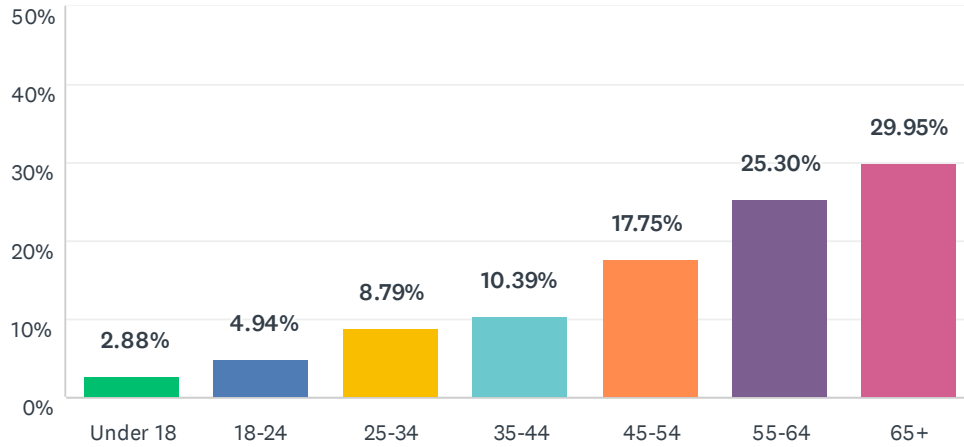
Age band	% of survey respondents	% of population in Devon and Cornwall (2019 estimates)
Under 18	2.88	18.85
18-24	4.94	8.04
25-34	8.79	10.80
35-44	10.39	10.59
45-54	17.75	13.45
55-64	25.30	13.87
65 +	29.95	24.39
Total	100.00	100.00

Ethnicity	% of survey respondents	% of population in Devon and Cornwall (2011 estimates)
White: English/Welsh/Scottish/Northern Irish/British	89.52	94.88
White: Irish	0.70	0.42
White: Gypsy or Irish Traveller	0.12	0.08
White: Other white	4.36	2.17
Mixed/multiple ethnic group: White and Black Caribbean	0.10	0.26
Mixed/multiple ethnic group: White and Black African	0.07	0.12
Mixed/multiple ethnic group: White and Asian	0.22	0.33
Mixed/multiple ethnic group: Other Mixed	0.31	0.23
Asian/Asian British: Indian	0.15	0.24
Asian/Asian British: Pakistani	0.07	0.04
Asian/Asian British: Bangladeshi	0.02	0.08
Asian/Asian British: Chinese	0.12	0.34
Asian/Asian British: Other Asian	0.02	0.34
Black/African/Caribbean/Black British: African	0.17	0.14
Black/African/Caribbean/Black British: Caribbean	0.12	0.07
Black/African/Caribbean/Black British: Other Black	0.05	0.03

Other ethnic group: Arab	0.10	0.10
Other ethnic group: Any other ethnic group	3.78	0.13
Total	100.00	100.00

Q1 What age category are you in?

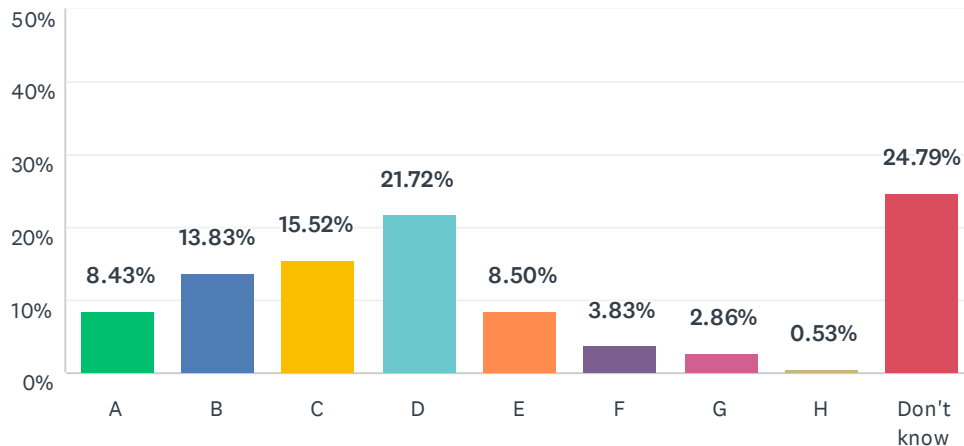
Answered: 4,130 Skipped: 0



ANSWER CHOICES	RESPONSES	
Under 18	2.88%	119
18-24	4.94%	204
25-34	8.79%	363
35-44	10.39%	429
45-54	17.75%	733
55-64	25.30%	1,045
65+	29.95%	1,237
TOTAL		4,130

Q3 What council tax band is your household?

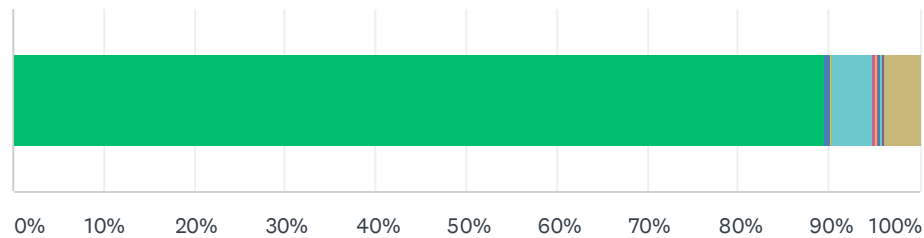
Answered: 4,130 Skipped: 0



ANSWER CHOICES	RESPONSES	
A	8.43%	348
B	13.83%	571
C	15.52%	641
D	21.72%	897
E	8.50%	351
F	3.83%	158
G	2.86%	118
H	0.53%	22
Don't know	24.79%	1,024
TOTAL		4,130

Q4 What is your ethnic group? [Please select from the dropdown list below]

Answered: 4,130 Skipped: 0

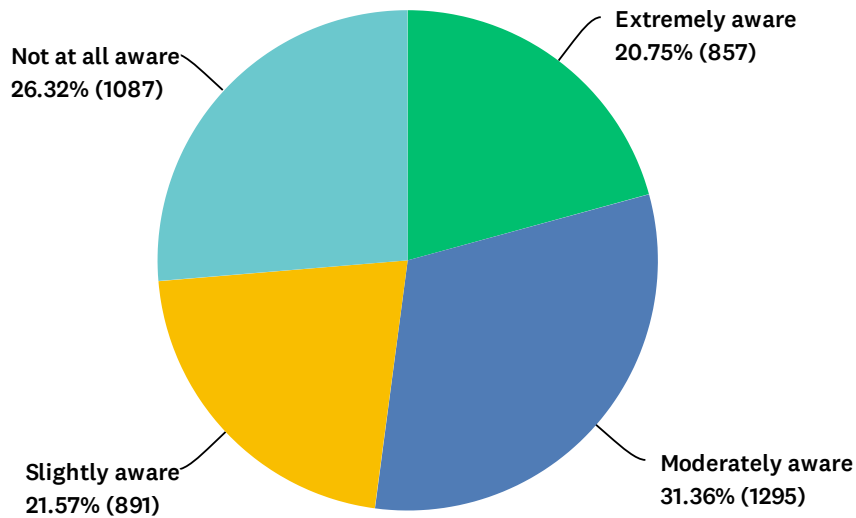


- White - English/Welsh/Scottish/Northern Irish
- White - Irish
- White - Gypsy or Irish Traveller
- Any other White background - please specify below
- Mixed/Multiple ethnic groups - White and Black Caribbean
- Mixed/Multiple ethnic groups - White and Black African
- Mixed/Multiple ethnic groups - White and Asian
- Any other Mixed/Multiple ethnic background - please specify below
- Asian/Asian British - Indian
- Asian/Asian British - Pakistani
- Asian/Asian British - Bangladeshi
- Asian/Asian British - Chinese
- Any other Asian background - please specify below
- Black/African/Caribbean/Black British - African
- Black/African/Caribbean/Black British - Caribbean
- Any other Black/African/Caribbean background - please specify below
- Other ethnic group - Arab
- Any other ethnic group - please specify below

ANSWER CHOICES	RESPONSES	
White - English/Welsh/Scottish/Northern Irish	89.52%	3,697
White - Irish	0.70%	29
White - Gypsy or Irish Traveller	0.12%	5
Any other White background - please specify below	4.36%	180
Mixed/Multiple ethnic groups - White and Black Caribbean	0.10%	4
Mixed/Multiple ethnic groups - White and Black African	0.07%	3
Mixed/Multiple ethnic groups - White and Asian	0.22%	9
Any other Mixed/Multiple ethnic background - please specify below	0.31%	13
Asian/Asian British - Indian	0.15%	6
Asian/Asian British - Pakistani	0.07%	3
Asian/Asian British - Bangladeshi	0.02%	1
Asian/Asian British - Chinese	0.12%	5
Any other Asian background - please specify below	0.02%	1
Black/African/Caribbean/Black British - African	0.17%	7
Black/African/Caribbean/Black British - Caribbean	0.12%	5
Any other Black/African/Caribbean background - please specify below	0.05%	2
Other ethnic group - Arab	0.10%	4
Any other ethnic group - please specify below	3.78%	156
TOTAL		4,130

Q5 During this pandemic the police have co-ordinated the response in partnership with local authorities and the NHS in Devon and Cornwall. How aware were you of this fact?

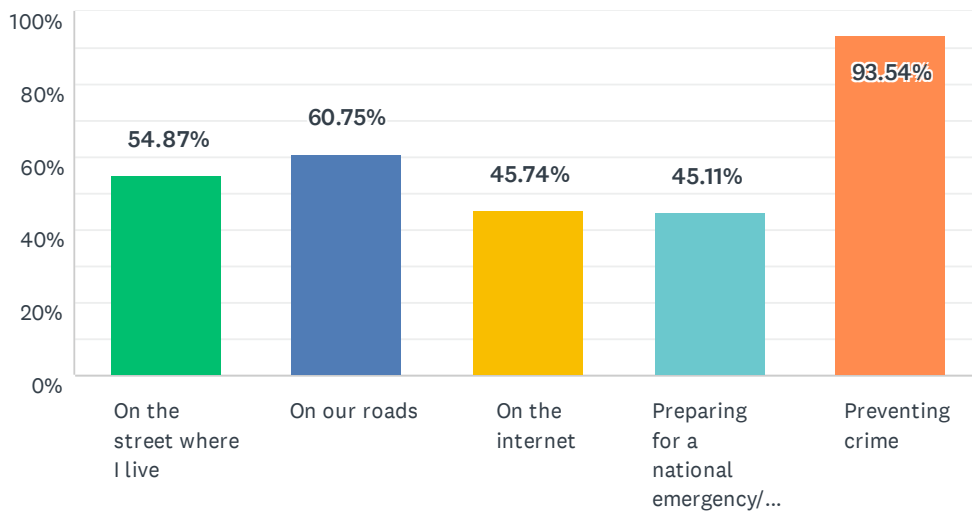
Answered: 4,130 Skipped: 0



ANSWER CHOICES	RESPONSES
Extremely aware	20.75% 857
Moderately aware	31.36% 1,295
Slightly aware	21.57% 891
Not at all aware	26.32% 1,087
TOTAL	4,130

Q6 Where do you perceive that policing needs greater investment? Please select three from the following options:

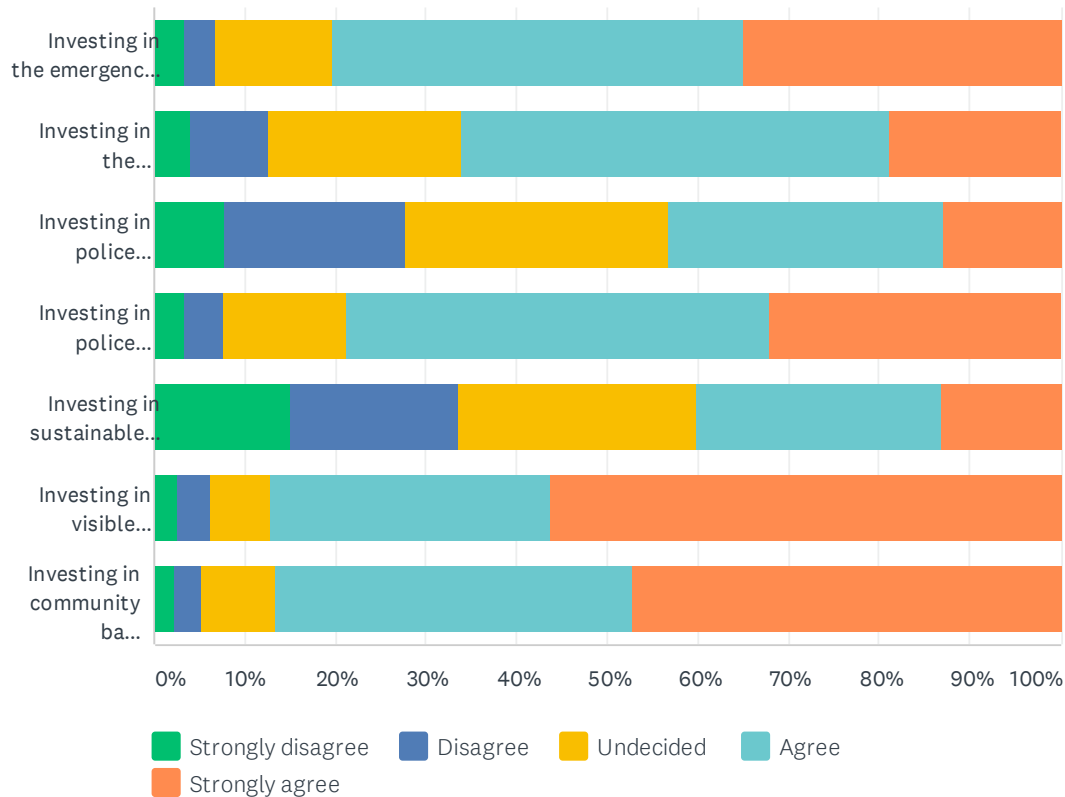
Answered: 4,130 Skipped: 0



ANSWER CHOICES	RESPONSES	
On the street where I live	54.87%	2,266
On our roads	60.75%	2,509
On the internet	45.74%	1,889
Preparing for a national emergency/terrorism	45.11%	1,863
Preventing crime	93.54%	3,863
Total Respondents: 4,130		

Q7 Below are a series of statements. Please select your preferred options from those available – explain how much you agree or disagree with investing in the following:

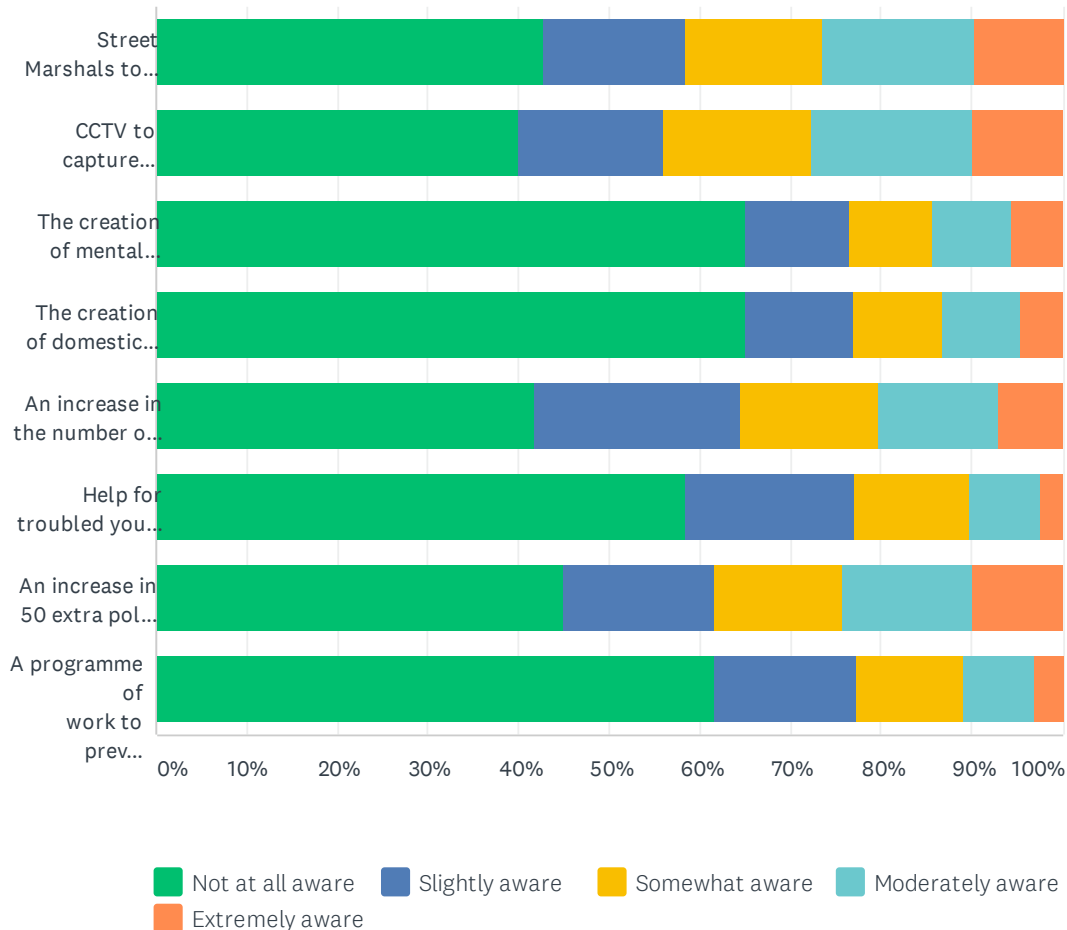
Answered: 4,130 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	UNDECIDED	AGREE	STRONGLY AGREE	TOTAL
Investing in the emergency call service	3.44% 142	3.44% 142	12.78% 528	45.38% 1,874	34.96% 1,444	4,130
Investing in the non-emergency contact service	4.07% 168	8.57% 354	21.28% 879	47.19% 1,949	18.89% 780	4,130
Investing in police buildings/stations	7.87% 325	19.85% 820	29.20% 1,206	30.19% 1,247	12.88% 532	4,130
Investing in police technology	3.37% 139	4.26% 176	13.58% 561	46.68% 1,928	32.11% 1,326	4,130
Investing in sustainable carbon reduction	15.06% 622	18.57% 767	26.22% 1,083	27.12% 1,120	13.03% 538	4,130
Investing in visible policing	2.69% 111	3.49% 144	6.71% 277	30.87% 1,275	56.25% 2,323	4,130
Investing in community based crime prevention	2.23% 92	3.05% 126	8.11% 335	39.44% 1,629	47.17% 1,948	4,130

Q8 Can you tell us how aware you were of the following initiatives that were funded by our council tax increase this year?

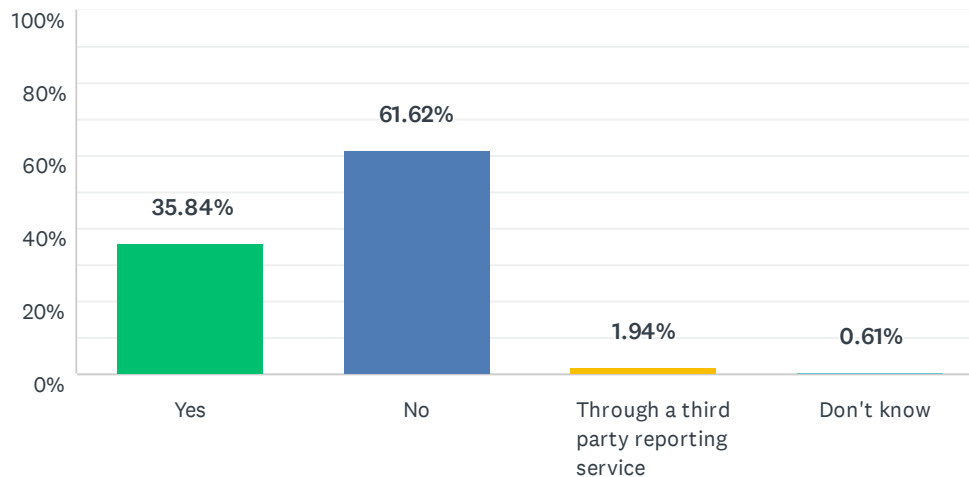
Answered: 4,130 Skipped: 0



	NOT AT ALL AWARE	SLIGHTLY AWARE	SOMEWHAT AWARE	MODERATELY AWARE	EXTREMELY AWARE	TOTAL
Street Marshals to tackle anti-social behaviour and drunkenness at 20 beauty spots	42.71% 1,764	15.64% 646	15.06% 622	16.85% 696	9.73% 402	4,130
CCTV to capture anti-social behaviour and crime in areas that had no coverage	40.05% 1,654	15.91% 657	16.32% 674	17.94% 741	9.78% 404	4,130
The creation of mental health response cars	65.08% 2,688	11.38% 470	9.35% 386	8.62% 356	5.57% 230	4,130
The creation of domestic abuse response cars	64.96% 2,683	11.94% 493	9.76% 403	8.79% 363	4.55% 188	4,130
An increase in the number of volunteer Police Special Constables to support regular officers	41.86% 1,729	22.59% 933	15.28% 631	13.29% 549	6.97% 288	4,130
Help for troubled young people, such as supervised activities	58.35% 2,410	18.72% 773	12.69% 524	7.75% 320	2.49% 103	4,130
An increase in 50 extra police officers?	44.94% 1,856	16.66% 688	14.02% 579	14.53% 600	9.85% 407	4,130
A programme of work to prevent serious violence	61.72% 2,549	15.54% 642	11.89% 491	7.82% 323	3.03% 125	4,130

Q9 Have you ever contacted the police in the last 12 months?

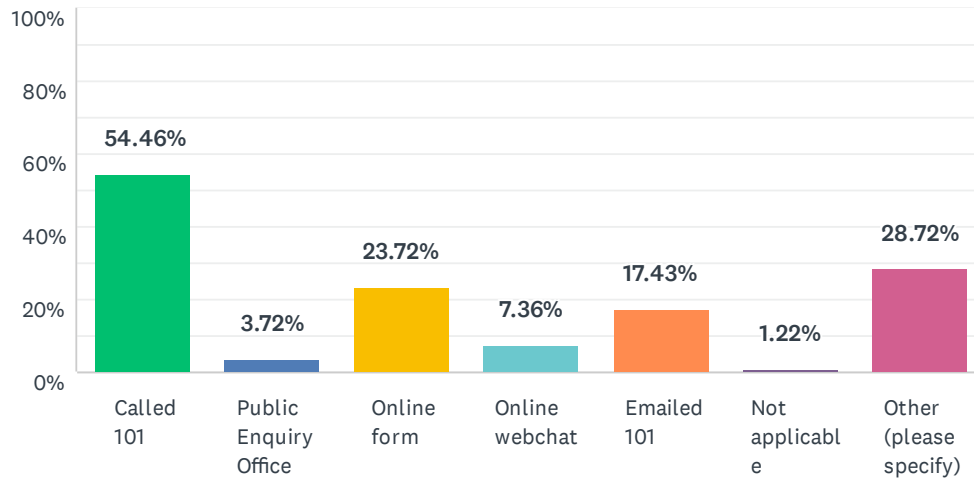
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ANSWER CHOICES	RESPONSES	
Yes	35.84%	1,480
No	61.62%	2,545
Through a third party reporting service	1.94%	80
Don't know	0.61%	25
TOTAL		4,130

Q10 What contact method did you use? [Please select all that apply]

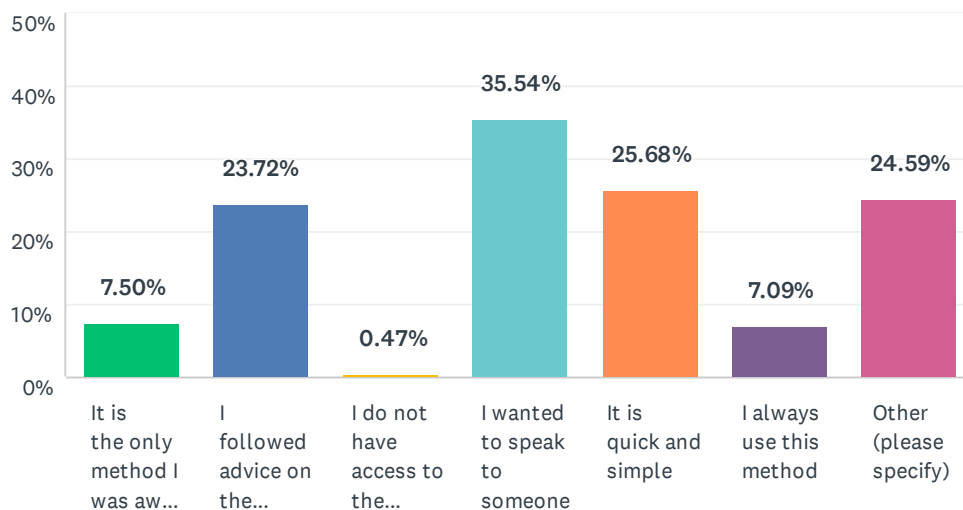
Answered: 1,480 Skipped: 2,650



ANSWER CHOICES	RESPONSES	Count
Called 101	54.46%	806
Public Enquiry Office	3.72%	55
Online form	23.72%	351
Online webchat	7.36%	109
Emailed 101	17.43%	258
Not applicable	1.22%	18
Other (please specify)	28.72%	425
Total Respondents: 1,480		

Q11 Why did you choose this method? [Please select all that apply]

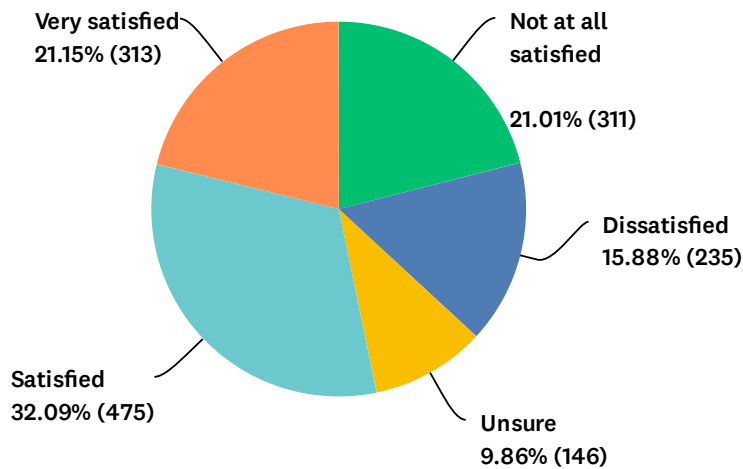
Answered: 1,480 Skipped: 2,650



ANSWER CHOICES	RESPONSES	
It is the only method I was aware of	7.50%	111
I followed advice on the police website	23.72%	351
I do not have access to the internet	0.47%	7
I wanted to speak to someone	35.54%	526
It is quick and simple	25.68%	380
I always use this method	7.09%	105
Other (please specify)	24.59%	364
Total Respondents: 1,480		

Q12 How satisfied were you with how you were dealt with using your chosen method?

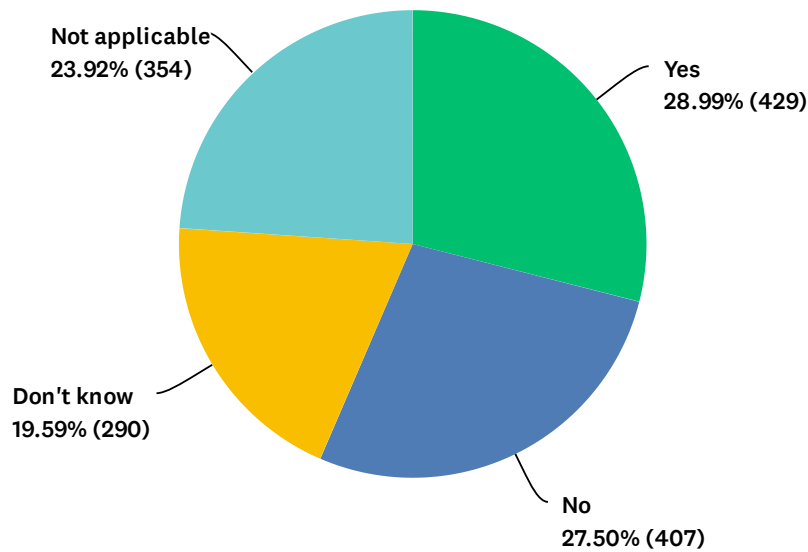
Answered: 1,480 Skipped: 2,650



ANSWER CHOICES	RESPONSES	
Not at all satisfied	21.01%	311
Dissatisfied	15.88%	235
Unsure	9.86%	146
Satisfied	32.09%	475
Very satisfied	21.15%	313
TOTAL		1,480

Q13 Would you use alternative methods if you had known about them?

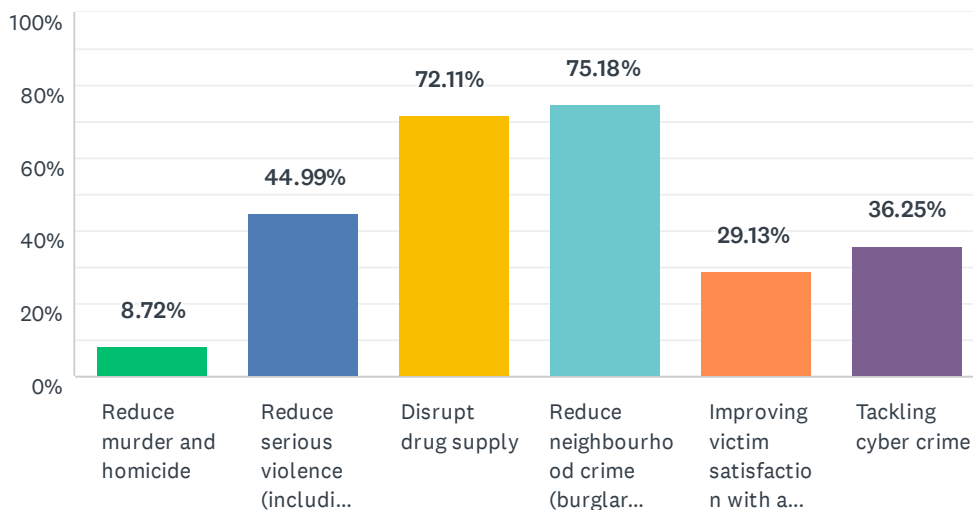
Answered: 1,480 Skipped: 2,650



ANSWER CHOICES	RESPONSES	
Yes	28.99%	429
No	27.50%	407
Don't know	19.59%	290
Not applicable	23.92%	354
TOTAL		1,480

Q14 Which of the following national policing priorities most need addressing in your community? Please select a maximum of three from the following:

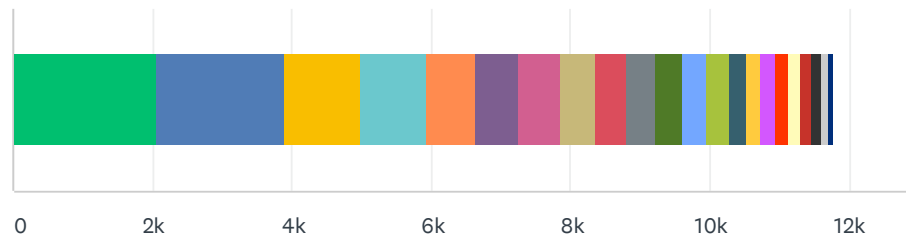
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ANSWER CHOICES	RESPONSES	
Reduce murder and homicide	8.72%	360
Reduce serious violence (including knife and gun crime)	44.99%	1,858
Disrupt drug supply	72.11%	2,978
Reduce neighbourhood crime (burglary, robbery, vehicle theft, personal theft)	75.18%	3,105
Improving victim satisfaction with a focus on domestic abuse	29.13%	1,203
Tackling cyber crime	36.25%	1,497
Total Respondents: 4,130		

Q15 To help set local priorities, which of the following crime types most need addressing in your community? Please select a maximum of three from the following:

Answered: 4,130 Skipped: 0

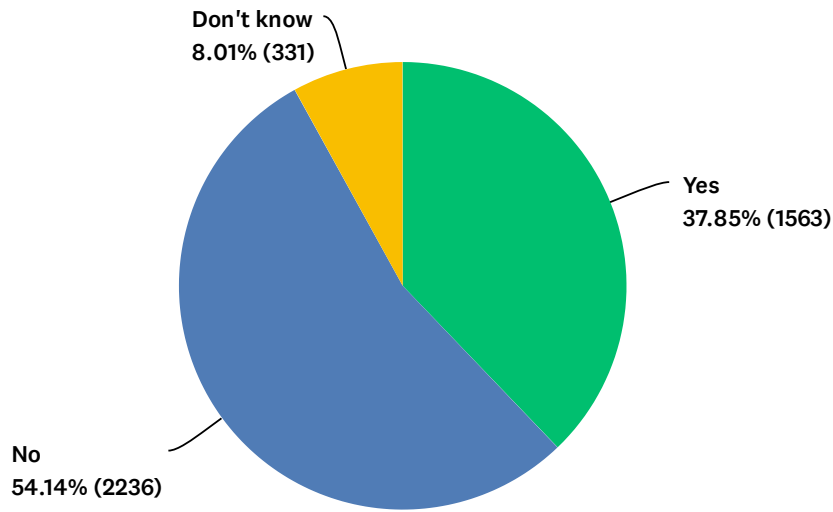


- Antisocial Behaviour
- Drug dealing
- Road traffic offences
- Rural crime
- Burglary
- Domestic abuse
- Drug abuse
- Breaches of Covid-19 regulations
- Cyber crime
- Child abuse
- Vehicle crime
- Fights and assaults
- People carrying weapons
- Bullying/intimidation
- Human trafficking/modern day slavery
- Robbery
- Hate crime
- Shoplifting
- Fraud
- Public disorder, including protests/demonstrations
- Terrorism and radicalisation
- Business crime

ANSWER CHOICES	RESPONSES	
Antisocial Behaviour	49.69%	2,052
Drug dealing	44.21%	1,826
Road traffic offences	26.68%	1,102
Rural crime	22.86%	944
Burglary	16.90%	698
Domestic abuse	15.50%	640
Drug abuse	14.36%	593
Breaches of Covid-19 regulations	12.37%	511
Cyber crime	10.53%	435
Child abuse	10.00%	413
Vehicle crime	9.39%	388
Fights and assaults	8.60%	355
People carrying weapons	8.09%	334
Bullying/intimidation	5.33%	220
Human trafficking/modern day slavery	5.30%	219
Robbery	5.13%	212
Hate crime	4.46%	184
Shoplifting	4.29%	177
Fraud	3.80%	157
Public disorder, including protests/demonstrations	3.32%	137
Terrorism and radicalisation	2.45%	101
Business crime	1.79%	74
Total Respondents: 4,130		

Q16 Are you aware that services for victims of Crime in Devon, Cornwall and the Isles of Scilly are available 24 hours a day, seven days a week, even if a crime has not been reported to police?

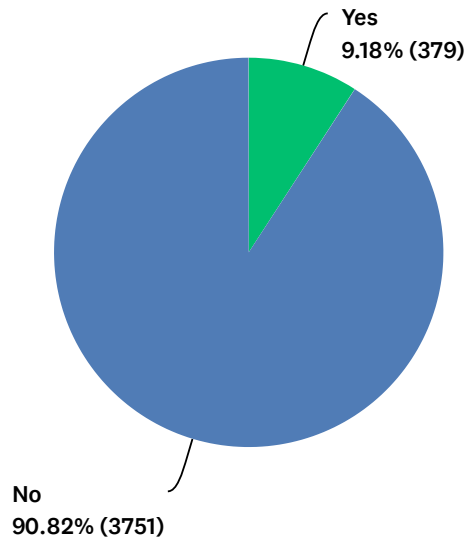
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ANSWER CHOICES	RESPONSES	
Yes	37.85%	1,563
No	54.14%	2,236
Don't know	8.01%	331
TOTAL		4,130

Q17 Are you a police officer, a member of police staff or a police volunteer?

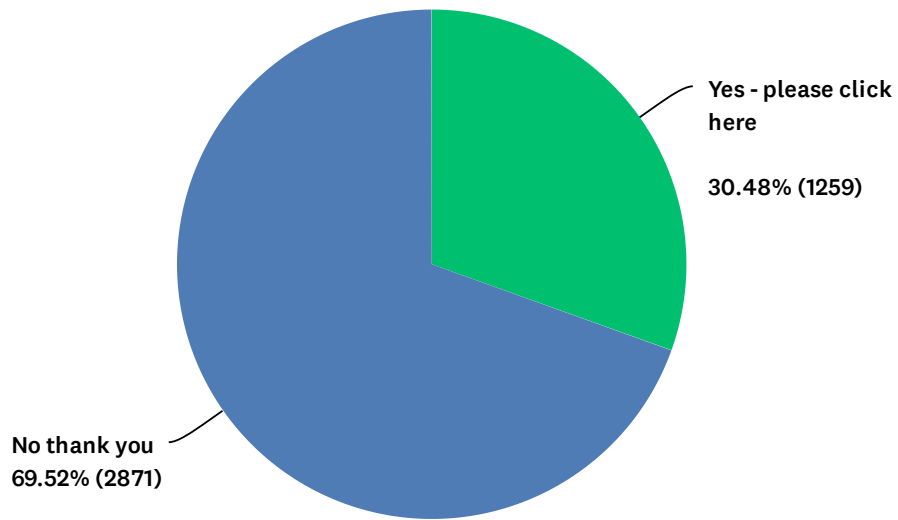
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ANSWER CHOICES	RESPONSES	
Yes	9.18%	379
No	90.82%	3,751
TOTAL		4,130

Q18 To keep informed about crime and policing initiatives in your area by email would you like to sign up to Neighbourhood Alert?

Answered: 4,130 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes - please click here	30.48%	1,259
No thank you	69.52%	2,871
TOTAL		4,130

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GLOSSARY OF ACRONYMS

The following definitions of technical terms used in these reports may help the general reader:

ARV	Armed Response Vehicle
BAU	Business As Usual
BWV	Body Worn Video
CDI	Crime Data Integrity
CIPFA	The Chartered Institute of Public Finance and Accountancy, the professional body that sets accounting standards for the public sector.
CJ	Criminal Justice
CPI	Consumer Price Index
CSP	Community Safety Partnership
CSR	Comprehensive Spending Review
CSE	Child Sexual Exploitation
CT	Counter Terrorism
DBS Income	Disclosure and Barring Service Income – Employee checks
DCLG Formula	Department of Communities of Local Government Funding
FMS	Force Management Statement
ERT	Enhanced Records Team
ESN	Emergency Services Network
GDP	Gross Domestic Product
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HO	Home Office
ICT	Information Communication Technology
ISD	Integrated Service Delivery
LAAP	Local Authority Accounting Panel – which sets accounting rules for the public sector.
LCJB	Local Criminal Justice Board
LGPS	Local Government Pension Scheme
MOJ	Ministry of Justice
MTFS	Medium Term Financial Strategy, this is the financial plan and management of funding, spending and savings over a four year period

GLOSSARY OF ACRONYMS

The following definitions of technical terms used in these reports may help the general reader:

National non-domestic rates (NNDR)	Rates set nationally and paid by local businesses to the Government, then shared by local and police authorities in proportion to their resident population
NAO	National Audit Office
NCA	National Crime Agency
NPAS	National Police Air Service
OBR	Office of Budgetary Responsibility
OCG	Organised Crime Group
OPCC	Office of the Police and Crime Commissioner
PCC	Police Crime Commissioner
PCSO	Police Support Community Officer
Pension scheme (unfunded)	Members pay a standard contribution each year. The employer then pays the cash difference between members' annual contributions and the annual cost of benefits to contributors and their dependants.
PEQF	Policing Education Qualifications Framework
PFI	Private Finance Initiative
Precept	A levy collected by District and Unitary Councils from council taxpayers on behalf of the Police and Crime Commissioner.
ROCU	Regional Organised Crime Units
SOC	Serious and Organised Crime
SODAIT	Sexual Offences and Domestic Abuse Investigation Team
FTE	Full Time Equivalent
UNIT	UNIFI Improvement Team



Devon and Cornwall Police and Crime Panel

5th February 2021

COMMISSIONER'S UPDATE REPORT

This report draws the Police and Crime Panel's attention to a number of matters that have arisen, or progress that has been made, since the last Panel meeting in November 2020.

1. Policy Developments

1.1 COVID Response

Policing

The police involvement in managing the pandemic continues to be an evolving picture with policing playing a pivotal role in the coordination of the local and national effort. The policing approach throughout has been to support the public in following the regulations by engaging, explaining and encouraging, and enforcing with a fine as last resort.

A new national lockdown was introduced on 5th January 2020. The Chief Constable has made it clear that where the public are not responding to policing interventions then there will be a need to move more quickly to enforcement by issuing a fine.

Additional resources have been put in place locally, supported by £700,000 of funding from the national funding of £30 Million for policing which was announced in October 2020 to support COVID 19 regulation compliance and enforcement. This funding operates alongside the £30 Million in funding provided to local authorities to support compliance and enforcement activities in local areas.

This funding has supported the deployment of dedicated COVID cars to provide dedicated proactive patrols and to respond to reported breaches, additional capacity within the control centres and a COVID intelligence cell to co-ordinate the police and partnership response.

As part of the police response a pilot has been launched which provides an enhanced allowance of £750 to Special Constables who commit to carrying out eight eight-hour dedicated shifts over December and January as part of our COVID 19 surge response. This is the first time nationally that such an allowance has been paid as special constables were previously only able to claim expenses. This is an important pilot both in the context of our response to the pandemic but also to explore the opportunities that similar surge allowance schemes could provide.



A new online COVID 19 Reporting Tool has been launched which enables people to report suspected breaches of the regulations. This national tool supports national reporting, eases pressure on 101 and ensures that the required information is collected at the time of report.

The reporting tool can be accessed via the Devon and Cornwall Police website or via <https://www.police.uk/tua/tell-us-about/c19/v7/tell-us-about-a-possible-breach-of-coronavirus-covid-19-measures/>

The OPCC continues to submit monthly reports to the Home Office to secure reimbursement of PPE (medical and non-medical) costs, 75% of lost income and spend associated with surge funding.

The policing response continues to be focused around the 4Es (Engage, Explain, Encourage and Enforce) in line with the national policing approach.

In December 2020 Devon and Cornwall Police received 1680 reports of suspected COVID 19 regulation breaches. The force attended 393 reports and 108 Fixed Penalty Notices were issued. To date in January 2021 (up to 17th January 2021) Devon and Cornwall Police received 2551 reports of suspected COVID 19 regulation breaches and attended 610 reports as well as conducting 1143 stop checks and dynamic engagements through proactive patrolling. 207 Fixed Penalty Notices were issued. It is important to recognise that not all reported breaches will be attended by the police following assessment and that in some cases multiple reports may be made concerning a single incident.

In December 2020 Devon and Cornwall supplied officers through Mutual Aid to Kent to assist with the pressures at ports and borders arising from the emergence of the new COVID 19 strain.

As noted below in section 1.7 below Devon and Cornwall Police are working to reinstate virtual remand hearings from custody centres in cases of confirmed or suspected COVID 19. This follows the cessation of these arrangements at the end of November 2020 for all cases in view of the impact on front line police resources.

OPCC Independent Custody Visiting Scheme

The OPCC has continued to monitor government and PHE advice regarding Covid-19 throughout the pandemic. The Risk Assessment governing physical custody visits has been revised in consultation with police Health and Safety Department when necessary, and a new set of guidelines followed by custody visitors.

A further decision has been taken to suspend physical visits in response to current threats to reduce the risk of transmission within custody suites between visitors, staff and detainees. Alternative means to assess the care of detainees in custody have been put in place. These have included: Daily telephone conferences with HQ Custody, monitoring of measures in place to control Covid-19, introduction of virtual visits (made using Skype to allow detainees to speak directly to volunteers), and review of custody logs, ad hoc requests for information from HQ Custody. The custody visiting scheme is assured that the care of detainees within Devon and Cornwall is good and the alternative means of scrutiny that the scheme has in

place are suitable replacements when physical visits must be suspended.

PCCs COVID 19 Safer Summer Scheme

In July 2020 the Commissioner launched the 'Covid-19 Safer Summer Scheme' to provide targeted measures in 20 hotspot locations across Devon and Cornwall as a direct response to the unlocking associated with COVID 19 and the anticipated rise in anti-social behaviour. The total costs for the delivery of the COVID 19 Safer Summer Scheme was £392,551.85. The full evaluation report has been shared with partners and national contacts and is being published on the OPCC website. An interim set of findings were shared with all local authorities through the LRF in October 2020 to support them in considering their marshal arrangements as part of the £30 Million funding announced by the government in October 2020 for COVID 19 compliance.

1.2 New Strategic Delivery Partner for Victim Services

In January 2021 the Commissioner announced a new £12 million ten year strategic partnership with Victim Support to provide victim care services across Devon, Cornwall and the Isles of Scilly. The new contracted service will commence from 1st April 2021. As strategic delivery partner to the Commissioner for victim services, this new and innovative contract with Victim Support sets in place a contractual partnership which will enable the delivery and implementation of high quality "Victim Led" services, whilst working strategically with all key statutory agencies to improve the overall victim experience of the criminal justice system. Victim Support will provide commissioning and contracting infrastructure by building support service markets in all localities. These services must include restorative justice provision, services for young people affected by crime and services which will enable effective engagement for people with protected characteristics. Working together with the Commissioner and Devon and Cornwall Police, Victim Support will also identify gaps in victim pathway provision and implement new services in response. These new arrangements are set out in more detail in the PCC's Commissioning Intentions Plan for 2021/22 which has been provided to the Panel alongside the budget and precept papers.

1.3 Operation Uplift – allocations for 2021/22

Devon and Cornwall Police have continued to make good progress in delivering the additional 141 police officers allocated to our area from the initial allocation of 6,000 from the 20,000 national uplift. The Panel have been advised previously of the adaptations made to the recruitment and onboarding process to enable progress to be made during the pandemic. Devon and Cornwall remain on track to have recruited all of the additional officers for 2020/21 allocations by the end of March 2021 alongside delivery of the additional 50 police officers funded through the policing precept in 2020/21. In December 2020 the government announced the allocations for the next 6,000 police officers from the national uplift to be delivered in 2021/22. Devon and Cornwall Police's allocation to be delivered by 31st March 2022 is 141 police officers. This allocation includes a small number of officers to be seconded to regional and national capabilities, in particular the South West Regional Organised Crime Unit.

1.4 Prevention of Serious Violence

The Prevention of Serious Violence programme continues to make good progress. Further

investments have been made with the four Youth Offending Teams across Devon and Cornwall to provide additional support to their Out of Court Disposal processes with young people and also to the Dracaena Centre in Cornwall to work with young people who are referred for additional support to divert them away from escalating antisocial behaviour. The Board has also increased the capacity of the peninsula's restorative justice service, called Make Amends to introduce family support work in this important evidence based intervention. Partners across the public sector have been participating in and supportive of the development of the Serious Violence Needs Assessment commissioned from Crest Advisory. The final report is due in Spring 2021 and this will be of benefit both to the prevention of serious violence programme but also to local community safety partnerships who are anticipated to receive new legal duties to support a multi-agency approach to preventing and tackling serious violence later in 2021. The Serious Violence programme director is due to start on 1st February 2021.

1.5 Domestic Abuse Perpetrator Funding

The Panel were advised in November 2020 that the Commissioner and domestic abuse service providers across Devon and Cornwall had successfully secured funding from the Home Office Domestic Abuse Perpetrators Intervention Fund. Home Office funding of £417,395 combined with contributory funding from the Commissioner and local authorities of £215,959 provided an overall programme total of £633,354 to support this work. The programme aims to break the cycle of violence, help individuals to address their behaviour and bring about lasting change. In addition to working with those who cause harm, the project also focused on helping members of the public and specialist teams within local authorities to identify the signs of abuse and give them the skills to intervene safely.

The key achievement of the project to date is the close working relationship developed between partners and the level of collaboration in order to drive the project, particularly during the challenging lockdown period and against considerable time constraints. From the progress reports received, the project is currently supporting over 70 perpetrators and includes 28 adult victims and 27 child victims. As part of these interventions, there has also been 2 referrals into drug and alcohol services, 5 into mental health services, 1 counselling referral and 2 GP referrals. The positive outcomes achieved in such a short space of time reflects the hard work and commitment of those involved with the project. It is too early to evaluate the impact of these interventions but there has been the following initial feedback captured from participants:

- *“ I would like to formally note my expression of gratitude and sincere thanks to my worker for their kindness, patience and caring support, and also, to share my thanks to the supporting Change 4U Team”*
- *“My worker has provided excellent support and understanding throughout. Their support and counselling was particularly appreciated during a period of significant personal crisis and vulnerability, lasting several weeks where they were my only support contact. They have always been un-judgmental, been there for me and endeavoured to provide positive advice and support, through some very difficult times.”*
- *“Being listened to in a non-judgemental way and then having my actions and thoughts reflected to me so that I could see how I had to change.”*

The projects timescales remain challenging with a requirement to spend the Home Office funding by the 31st March and has increased further following the national lockdown announced on 4th January. The Steering Group meets monthly to monitor progress and spend and to work together to mitigate risk and maximise this funding opportunity. Particular challenges are being felt in the training elements of the project. While training has been converted into online delivery, capacity to attend is constrained and is expected to remain so for the coming weeks given that the intended participants are all engaged in delivering front line services.

1.6 G7 Summit in Cornwall – June 2021

In January 2021 the Prime Minister announced that the G7 summit in June 2021 will be held in Cornwall. This important announcement represents a significant boost for the Duchy in terms of both its reputation and economy. The implications for policing will be notable with the arrival of a number of world leaders, wider delegations and the media across a series of locations. Planning has been underway for some time under the leadership of Temporary Assistant Chief Constable Mayhew who has been working collaboratively with the Home Office and government officials to ensure that Devon and Cornwall Police is supported and prepared for its upcoming role in supporting the safe delivery of the summit.

1.7 Brexit

Devon and Cornwall Police continued to work closely with Government and partners to ensure plans were in place for the UK's withdrawal from the EU and continue to do so in January 2021 following the departure from the European Union on 31st December 2020. This includes work through Local Resilience Forum structures with local authorities and wider partners and nationally through the NPCC. Across the peninsula, a Strategic Coordination Group (SCG) chaired by Assistant Chief Constable Julie Fielding and comprising Gold level leads from agencies across the peninsula that work to a similar model to inform the strategic response of partners to Brexit.

A police Gold and Silver command structure was put in place incorporating intelligence, public order, communication and local resilience strands of activity. This structure worked to a National Strategic Threat and Risk Assessment which highlighted all potential impacts on policing due to the UK's departure from the EU. These include

- Strategic Transport Network
- Economy
- People Crossing Borders
- Key Goods Crossing Borders
- Energy, Telecoms & Critical Industry
- Food & Water
- UK Citizens in EU
- Law Enforcement

Within these risks, only the strategic transport network is assessed as high nationally because of the potential disruption at ports and borders and delays to supply chains. Locally, the risk to us is seen as low.

In addition, the Force identified the following risks to Devon and Cornwall and to Devon and Cornwall Police,

- Protest and Community Tension
- Ports and fisheries
- Business Continuity
- Supply chain challenges

There were concerns in the early stages of the operation about the impact of Brexit on our local fishing communities and the subsequent tension this may have caused. This was softened as a result of a Brexit deal being reached but is kept under observation by neighbourhood teams, Key Individual Networks and with partner agencies to assess changes and can respond appropriately if needed.

To support the Local Resilience Forum (LRF) a Planning and Assurance Cell was established to provide a strategic overview of risks and mitigation in place against HMG's Reasonable Worst Case Scenarios (RWCS) to inform and support the SCG in delivering the LRF's D20 EU Exit Strategy. The Cell sits alongside the Multi-Agency Information Centre (MAIC) and works directly with identified lead partners to assess risks and record risk mitigation. D20 refers to the Government's planning arrangements for the combined impact of a second wave of Coronavirus, winter seasonal flu, Brexit, and flooding.

In December 2020 Devon and Cornwall has supplied officers through Mutual Aid to Kent to assist with the pressures at ports and borders there from COVID 19 following the emergence of the new COVID 19 strain. Arrangements have also been in place to support Brexit related mutual aid deployments. In such circumstances staff are taken from areas that will minimise impact on operational delivery within the Force.

The impact of Brexit on Devon and Cornwall Police has been minimal but a multi-agency structure remains in place to monitor the situation.

1.8 Safer Streets Fund (Stronger North Stonehouse Project)

In September 2020 the Panel were advised that £546,000 had been awarded to the Commissioner from the Home Office under the £25 Million Safer Streets Fund for a project focused on tackling acquisitive crime within North Stonehouse. This project is a partnership that brings together the OPCC, Plymouth City Council and Devon and Cornwall Police with Neighbourhood Watch, Make Amends and local community groups to deliver the Stronger North Stonehouse Project. The funding is required to be spent by the 31st March 2021. The Safer Streets Fund provides support crime prevention measures and activities in areas with high levels of acquisitive crime and was available to support infrastructure investment, community development to reclaim public spaces and crime prevention initiatives.

Significant progress has been made through this collaborative Stronger North Stonehouse partnership over the past three months despite the challenges to delivery which result from the continuing pandemic. The project, which is jointly managed by the OPCC and Plymouth City Council and overseen by the Commissioner and Councillor Sally Haydon as the relevant portfolio lead, has three core strands of activity:

- *Infrastructure*: investment in additional CCTV infrastructure and improved street lighting across North Stonehouse, including in Victoria Park and Patna Park
- *Crime Prevention*: a series of initiatives including: crime prevention training and toolkits, , the establishment of new Neighbourhood Watch (NHW) Schemes across the area, launch of a Feel Safe Scheme by NHW providing security and repairs for vulnerable residents and a programme of target hardening for properties which have been previously been subject to burglary.
- *Community Strength*: a series of small projects to assist the community in reclaiming its public spaces, including small grants for park improvements and community projects, a graffiti clean-up programme, the installation of way markers and establishing a new community board to support action on community safety.

The Project Team includes local community groups based in Stonehouse who are leading on the delivery of key aspects of the community work strand. This includes the Sparks Fund which is a £20,000 fund for community projects which is being managed by Nudge Community Builders and the graffiti clean-up and replacement project being led by Cliik. The Sparks Fund will provide 'small sparks' funding of up to £250 and 'big sparks' grants of up to £3,000.

The partnership's activities continue to evolve and adjust to deal with the changing environment and restrictions in the pandemic. This has included shifting training and workshops on crime prevention and virtual learning environments and the launch of a North Stonehouse Journal to ensure that local residents can be consulted and updated on the projects and initiatives being delivered through the programme. Further information about all of the projects which are being delivered under the Stronger North Stonehouse Project can be found at www.strongernorthstonehouse.co.uk

1.9 Virtual Remand Hearings

At the end of November 2020 Devon and Cornwall Police ceased to provide the additional staffing required to operate virtual remand courts directly from its custody centres within police stations.

As the Panel will recall at the start of the COVID 19 pandemic in March 2020 all police forces were asked to establish virtual remand court provision in their area to support the continued operation of justice. Due to the 2016/17 virtual court pilot carried out in Devon and Cornwall, local resources were able to mobilise quickly and Devon and Cornwall Police was the first police force in the region (and outside of London) to introduce a virtual remand court using the 'common video platform' (CVP) rolled out by the Ministry of Justice.

The CVP enabled all court users to join hearings by video using Skype or Teams, either from their workplace or whilst working from home. As discussed previously with the Panel the use of police officers to staff virtual remand courts and manage detainees was not a sustainable solution requiring 6 police officers 5 days a week to be moved from other duties. This is a role that would, in a normal court environment, be carried out by the appointed court contractor. PCCs and Chief Constables had requested that government progress legislative changes which would enable appointed court contractors to carry out their role within custody centres but this has not been possible to achieve. Policing nationally has made the decision in autumn that the required level of police officer resource could not be sustained and all

police forces began to move to cessation of the service by the end of November 2020, with a number of police forces withdrawing earlier in 2020.

It should be noted that this does not mean that virtual remand courts cannot operate but that detainees will travel to court centres for the process to take place rather than remain at police stations.

Following the introduction of the new national lockdown policing nationally has responded to requests from the Lord Chief Justice to seek to reinstate the operation of Virtual Remand Hearings from custody centres in cases of confirmed or suspected COVID 19. Devon and Cornwall Police are taking this forward in Charles Cross, Newquay and Exeter custody centres.

1.10 Vision Zero South West Road Safety Partnership

'Our shared vision is for the road network of Devon, Cornwall and the Isles of Scilly to be free from death and serious injury.'

Following the last meeting of the Vision Zero SW Partnership Board on the 13th of October 2020, the Devon and Cornwall Safety Camera Partnership has donated £250,000 to the Partnership to fund road safety interventions aimed at achieving the target to reduce the number of fatalities and seriously injured casualties by 50% by 2030.

Approximately £150k of this funding has now been agreed to be spent on a range of projects for 2021 which the Board had agreed earlier in the year. These funded initiatives include:-

- Business drivers: webinars and provision of drivers dashcams
- Younger drivers: development and delivery of Learn 2 Live, drug drive and speed Instagram films and urban speed events
- Motorcycles: 'RideFree' compulsory basic training, marketing & publicity campaigns to signpost/support Ridefree, IAM advanced training and Biker Down courses across Cornwall
- Cycling: innovative signing of junctions, promotion of camera use and Op Snap, Bikeability and behaviour change training

The meeting of the Vision Zero SW Board, chaired by the Commissioner, happened on the 22nd of January 2021. This meeting received an update on performance against the casualty reduction target and consider the launch of a 'Call for Ideas' aimed at encouraging people and communities in Devon, Cornwall and the Isles of Scilly to become ambassadors for road safety and are engaged, consulted and 'part of the solution' in their neighbourhood.

The 'Call for Ideas' is aimed at supporting practical, community-scale, deliverable projects within 12 months that will make a tangible difference to road safety either through preventative activity or through improving post-crash response and care. This is being finalised with partners.

The Board also received a presentation from the Safer Essex Roads Partnership, which is regarded as one of the highest performing road safety partnerships in the UK, with a proven track record of casualty reduction. Vision Zero SW are keen to learn from the Essex

experience and to consider adopting and adapting their approach for the benefit of people and communities in Devon, Cornwall and the Isles Scilly with a view to moving toward formally constituting the Vision Zero SW partnership through an agreed memorandum of understanding.

2. National Developments

Government consultations and announcements

2.1 Call for Evidence – Violence Against Women and Girls Strategy

In January 2021 the Government announced a call for evidence to support the development of its next Violence Against Women and Girls Strategy. The Call for Evidence is seeking views from those with lived experience and those with expertise in working with survivors as well as those engaged in prevention activity and the provision of services. The Call for Evidence will close on 19th February 2021. The OPCC is intending to make a submission to the government's consultation and is engaging with partners to support that submission.

<https://www.gov.uk/government/consultations/violence-against-women-and-girls-vawg-call-for-evidence>

2.2 Home Office National Review of Police and Crime Commissioners

Part one of the national policing review was completed in November 2020 with a variety of stakeholders, including PCCs and Police and Crime Panels asked to submit their views to the Home Office. Part two of this review will be scheduled for after the PCC elections in May 2021. The results of the part one were expected to be announced at the end of 2020 but are still awaited from the Home Office.

2.3 Additional Funding available 2021/22

• Launch of £20 Million Safer Streets Fund 2021/22

In December 2020 the Government confirmed that £20 Million will be made available in 2021/22 for a second round of Safer Streets Fund Projects. The Commissioner was successful in bidding for £546,000 in funding in 2020/21 under the first round of the scheme for a project to tackle acquisitive crime in North Stonehouse in Plymouth. This funding opportunity will launch at the end of January 2021 with award of funding expected in May 2021 and the OPCC has already started to engage with local partners across Devon and Cornwall to make them aware of this. We foresee that there will be some changes to the bidding criteria from the first round which will need to be understood to identify potential opportunities across Devon, Cornwall and the Isles of Scilly for the funding. It is anticipated that there will be a limit of three bids allowed for each policing area.

• Expansion of Serious Violence fund (£50m)

The Commissioner has written to the Policing Minister to request that Devon & Cornwall be included in accessing this funding. The Minister has responded, stating that the entry criteria requires us to have a certain level of wounding by a bladed instrument within a hospital setting. At this time, our next step is to work with other PCCs who have not been recipients

of this funding to encourage a broader approach to serious violence funding from the government.

Parliamentary matters

2.4 Domestic Abuse Bill

The Domestic Abuse Bill had its second reading in the House of Lords on 5th January 2021 following its successful passage through the House of Commons in 2020 and will move to Committee stage. Subject to process of the Bill it is still anticipated that many of the provisions of the Bill, including the new duty on local authorities in England to provide support for victims and their children within safe accommodation will come into effect in April 2021. The Ministry of Housing, Communities and Local Government consulted on the allocation method to distribute the new burdens funding associated with the duty in November 2020 and the outcome of that consultation is awaited. Initial debate within the House of Lords on 5th January saw the raising of a number of key issues, including around potential statutory requirements for the provision of community based support services for victims. The Committee stage will commence in week commencing 25th January 2021.

2.5 Victims Code of Practice

In November 2020 the Ministry of Justice published the updated Victim Code of Practice following its second round of consultation on the code in March 2020.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936239/victims-code-2020.pdf The new code was laid before Parliament on 19th November 2020 and will come into effect from 1st April 2021. The revised Victims Code of Practice sets out 12 rights that victims can expect to receive. The key principles underpinning the revised Code are that victims should:

- receive the information and support they need, when they need it;
- not be re-traumatised by their experience of the criminal justice process; and
- whatever the outcome, be satisfied with the treatment they received from the criminal justice system.

Preparations for the introduction of the new Victim Code of Practice are taking place within the OPCC and Devon and Cornwall Police in expectation of practitioner guidance which is due to be issued early in 2021.

2.6 Home Affairs Select Committee Inquiry into Violence and Abuse Against Retail Workers

The Home Affairs Select Committee announced in December 2020 that it was carrying out an inquiry into violence and abuse against retail workers. The inquiry – which closed on 22nd January 2021 is examining

- The police response to incidents of abuse and violence towards retail workers;
- Barriers to justice for victims of retail abuse and violence;
- Whether a new aggravated offence is required;
- The adequacy of the Government's response to its call for evidence.

The Commissioner is intending to submit a response to the Committee's inquiry.

The Committee also published a survey for retail workers to seek views on their personal experiences which closed on 22nd January. <https://committees.parliament.uk/call-for-evidence/357/violence-and-abuse-towards-retail-workers/>

The Panel may also be aware that a petition calling for the introduction of an aggravated assault offence for assaults against retail workers has reached over 100,000 signatures and will be put forward for debate in the House of Commons. A Private Members Bill is also currently in Parliament seeking an aggravated assault offence in these circumstances. The Bill is currently awaiting a date for its second reading in the House of Commons.

3. Considerations of Panel recommendations

At its last meeting on 20th November 2020, the Police and Crime Panel made the following recommendations to the Police and Crime Commissioner, both formally submitted to the OPCC on 24th December 2020.

- 3.1 Panel Recommendation: In light of the serious nature of the County Lines challenge to policing and crime prevention, the Panel recommends: That the PCC publishes a clear strategy highlighting the principal objectives in addressing County Lines, to include key indicators to be reported to the Panel as necessary. These indicators are to be aimed at allowing Panel members to assess critical emerging trends such as rising weapon related crime and gang violence.

The Commissioner's response is as follows:

"County Lines is a particularly ruthless tactic employed by criminals designed to exploit our most vulnerable and brings fear to local communities. County Lines is essentially criminals adjusting their tactics to optimise gain and reduce their risk through exploitation, violence and coercion. However, it is important to not look at this in isolation but consider the wider factors, such as modern day slavery and weapons offences, which often go hand in hand with this activity. The Police work alongside other organisations to address drug crime, exploitation and violence as a whole. Multi-agency partnership forums supported by the Community Safety Partnerships have been set up across the force to address the response and preventative measures. This includes providing support to frontline practitioners to spot the signs of vulnerability - including through training which my office has funded and to encourage reporting, anonymously if necessary through Crimestoppers, which my office has funded for the past 4 years. It is important that this partnership approach continues to analyse the changing nature of the problem so they can respond collectively.

Addressing County Lines is very important not only because it causes serious harm to victims but also because gang activity can often play out in public creating fear in communities. I support the Chief Constable's approach to deter and disrupt County Lines and continue to support the proactive approach the Force is taking by deploying proactive teams and by redesigning its operating model, including the creation of a new Vulnerability Command. The Force approach is closely aligned to the national effort by working closely with the National Crime Agency and Regional Organised Crime Units to disrupt activity which we part-fund and support. The Force also benefits from additional Government funding provided in recognition of the national scale of the challenge.

The Panel will recall as part of the budget for 2020/21 the Chief Constable and I agreed to

implement a new programme of work to address the prevention of serious violence. This introduced a £1 million additional investment into tackling violent crime for at least the next four years. The rationale for the programme was a direct response recognising the need for a step change to tackle our inherent violence within our community by providing joint leadership and investment. Although there were areas of best practice already within the police, a more coordinated partnership approach was necessary to turn the tide on this inherent community wide issue.

Holding the Chief to account for the performance is part of our strategy plus focussing on protecting the most vulnerable to exploitation through our funding of partnerships and governance around safeguarding boards.

I have carefully considered the Panel's recommendation for a County Lines strategy. As I stated in my answers to members' questions and report to the Panel on 20th November 2020, it is important to remember that county lines does not operate in isolation. It is a morphing of tactics by criminal gangs over recent years to increase profits and evade detection. Given the nature of the partnership activity to address County Lines and the existence of clear local strategies through the Community Safety Partnerships in which my office is fully engaged as well as the establishment of the Preventing Serious Violence Programme I am not convinced for the need for a separate PCC strategy for County Lines at this stage. I do not believe this is necessary and to add an additional level of strategic direction would only serve to complicate what is already a complex multi-agency response.

I recognise the Panel's role to scrutinise my decisions and actions in this area and I wish to provide the Panel with the information it needs to fulfil its role. This includes information on crime trends in areas such as weapons, drug trafficking and wider organised criminality and serious violence. In addition to the crime profiles already provided to the Panel I believe the best way of doing this would be for me to report regularly on the work of the Serious Violence Programme. As reported to the Panel in November last year, despite the pressures from the pandemic response this programme has already a number of streams of work underway. The arrival of the Programme Director will help accelerate this work during 2021.

I would welcome the opportunity to provide regular updates on the work of this programme including indicators and analytics to keep the Panel updated on progress."

- 3.2 Panel Recommendation: In light of the dissatisfaction of Panel members over the accuracy and utility of the Police and Crime Plan performance measures and their grading, the Panel recommends that the future Police and Crime Plan takes a new approach to performance criteria and associated grading to ensure that they are useful to Panel members and the public, by providing meaningful feedback on key performance criteria as they change over time.

"I agree that the approach to reporting performance should be reviewed so that it remains meaningful to the public and allows the Panel to fulfil its role. However the appropriate time to do this is in the development of the next Police and Crime Plan.

The current indicators were put in place in discussion with the Panel as part of the development of the Police and Crime Plan in 2017. Following feedback from the Panel in

2019 regarding the indicators it was agreed that the OPCC would supply a crime profile to each Panel meeting detailing crime rates, key trends and comparators with national crime rates. This was made in recognition of the fact that the existing indicators were linked to the Police and Crime Plan and would therefore remain in place for its duration but also a shared view between myself and the Panel that information on crime levels at the Panel would be beneficial to the Panel's work.

Following the planned elections in May 2021 it will be for the elected Police and Crime Commissioner to present their draft Police and Crime Plan to the Panel for scrutiny prior to publication. The Panel will have the opportunity to review and comment upon the new performance framework as part of this process."

4. Recent HMICRS Inspection Reports

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) has published the following reports since the last Police and Crime Panel meeting.

4.1 Pre-charge bail and released under investigation: Striking a balance

This was a joint thematic inspection led HMICFRS and supported by HM Crown Prosecution Service Inspectorate. The inspection assessed the way in which police forces have responded to changes to bail, and in particular the introduction of the presumption of release without bail (RUI), as introduced by the Policing and Crime Act 2017.

The report was published on 8th December 2020 and is available here: <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/pre-charge-bail-and-released-under-investigation-striking-a-balance-1.pdf>.

The Commissioner's response is in preparation.

4.2 Safe to share? Liberty and Southall Black Sisters' super-complaint on policing and immigration status

This super-complaint is a joint investigation by HMICFRS, the College of Policing and the Independent Office for Police Conduct. Super-complaints provide a voice for designated bodies to raise concerns on behalf of the public about patterns or trends in policing that are, or appear to be, significantly harming the interests of the public. Liberty and Southall Black Sisters put forward this super-complaint about the treatment of victims of crime and witnesses with insecure immigration status. It focuses on how information about them is passed to the Home Office for immigration enforcement.

The full report can be viewed here:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/945314/safe-to-share-liberty-southall-black-sisters-super-complaint-policing-immigration-status.pdf

The Commissioner's response is in preparation.

5. Organisational Changes

5.1 OPCC

Three new members of staff joined the OPCC on 4th January to fill two vacant posts.

Vicky Church - Scrutiny and Performance Officer. Vicky joins us from Devon County Council where she worked in roles across Democratic Services, Information Governance and most recently as a Scrutiny Officer. Vicky will help develop the OPCC's scrutiny function and performance framework.

Becki Parsons - Criminal Justice Strategy, Policy and Performance Officer. Becki brings with her experience of working in both the Warwickshire OPCC and West Midlands Police leading on policy, governance and performance. Becki's role involves supporting the work of the PCC in the area of criminal justice portfolio and establishing effective working links with criminal justice partner agencies.

Becky Skellett - Serious Violence Programme Manager. Becky has more than a decade's experience working to advance the role of local government in the prevention of violence. From 2016 – 2021, she served as the founding Head of the Strong Cities Network which launched at the United Nations General Assembly in 2015 to mount a city-led response against hate, polarisation and extremism in all its forms. Rebecca has also worked across several London Boroughs delivering the UK Prevent Strategy and serves as an expert advisor to the Department for Education and the European Commission's Radicalisation Awareness Network.

5.2 Devon and Cornwall Police

In November 2020 the Deputy Chief Constable Paul Netherton commenced an operational secondment to the Home Office to directly support the department and Ministers on COVID 19 response and Brexit. In his absence Assistant Chief Constable Jim Nye has been appointed as Temporary Deputy Chief Constable for Devon and Cornwall Police and Chief Superintendent Steve Parker has been appointed Temporary Assistant Chief Constable for Contact and Innovation to cover for ACC Nye's temporary promotion.

In November 2020 Assistant Chief Constable Julie Fielding joined Devon and Cornwall from Dorset Police as the ACC for Local Policing and Partnerships. Following this appointment Chief Superintendent Jim Pearce has returned to his post as Cornwall Commander.

5.3 Local Criminal Justice Board

From December 2020, Hannah Hart the Local Criminal Justice Board Manager for Devon and Cornwall commenced a secondment to the National Police Chiefs' Council as Strategy and Performance Lead. Mark Waldron has taken up a temporary position as the Local Criminal Justice Board Manager from January 2021 to support Board and its members.

6. **Communications and Engagement**

6.1 Special Constable allowance

As part of the Covid-19 response Devon and Cornwall Police has made enhanced allowance payments available to all Special Constables who committed to providing eight, eight-hour shifts in an eight-week period over winter. Although one other force had given one-off allowances to Special Constables this extension of the scheme was a UK first.

The OPCC Communications and Engagement team was charged with co-ordinating partners to promote the scheme, which was funded by additional Home Office monies designed to help police forces cope with their Covid-19 response.

A number of national and regional media outlets covered the story, which received favourable reception for its ability to provide a more flexible and resilient police force.

6.2 Keeping Christmas Kind

The Commissioner was among those supporting the #KeepingChristmasKind campaign to raise awareness of a rise in assaults on shop workers during the pandemic, when shop staff are attempting to advise social distancing, queues are longer and face masks should be worn by most customers. The campaign was designed to urge reporting of crime and to direct victims towards sources of help and support. Working with representatives of the Co-Operative stores and the Union of Shop, Distributive and Allied Workers (USADAW), the communications and engagement team supported a social media campaign and media interviews.

Social media engagement for the project were as follows:

Twitter:

- Approximately 11,302 impressions
- Approximately 292 total engagements
- Videos received approximately 1,258 views

Facebook

- Estimated reach of 95,900
- Approximately post engagement of 1,949
- Approximately 4,826 1-minute video views

6.3 Direct intervention to change lives: Torbay Modular Housing Project

The Panel has been updated previously on the innovative modular housing project being sponsored by the Commissioner in partnership with Torbay Council, a modular housing provider (AGILE) and HMPPS Leyhill to provide a single dwelling in Torbay, made and assembled by prisoners and assembled with the help of a prisoner, released on temporary licence (ROTL) from HMP Channings Wood. It will be occupied by young mothers, who would otherwise be in unsuitable accommodation and are in need of support to develop life skills for independent living.

The OPCC's Communications and Engagement team is leading communications for the South West Reoffending Board pilot project to build an affordable home using prison inmates from HMP Leyhill, HMP Channings Wood and expertise from the private sector. Inmates participating in the pilot project receive skills training and some payments which are set aside to help with their own housing costs on release.

Initial communications in the project generated a high level of interest and the scheme was reported in several national, regional and trade publications. The scheme was praised for its

innovation in a favourable write-up in The Times leader column. The team is now involved in stage two of the project - the final assembly, by prisoners on day release, of an affordable housing unit on land owned by Torbay Council.

This is being overseen as a proof of concept project by the South West Reducing Reoffending Board with the aim of expanding it across the region. The Commissioner is the Vice Chairman for this Board.

6.4 The Councillor Advocate Network

The councillor advocate scheme, which is designed to link councillors with their neighbourhood inspectors, has continued to grow, with a total of 330 members of the scheme on January 1, 2021.

The Covid-19 pandemic means councillor advocate seminars, which enable members to gain a better understanding of strategic and operational policing matters, have been unable to take place physically so as an alternative councillors have been given the opportunity to put questions to senior officers, a multi-media package of video and audio (podcast) is then compiled and distributed.

Recent participants in these 'virtual seminars' have included question and answer sessions with Cornwall Commander Chief Superintendent Jim Pearce on December 2 and South Devon Commander Chief Superintendent Nikki Leaper (this is scheduled for January 21). Levels of engagement and correspondence with councillor advocates has been higher than usual because of the Covid-19 pandemic, with the majority of councillors making inquiries about regulations.

Councillor advocates also helped provide a community voice in the scrutiny of non-emergency service contact.

6.5 Exeter Police Station virtual tour and OxeHealth cameras

Virtual tour

An immersive virtual tour of the new Exeter Police Station was commissioned by the OPCC to add to transparency of the project and aid familiarisation for new police recruits, transferee officers and staff and members of the public who are anxious about visiting (particularly those with hidden disabilities).

Ocean3D, the company appointed to create the tour, was the first business in the world without physical premises to be awarded the National Autistic Society 'Autism Friendly' award.

Between its launch on December 7, 2020 and January 13, 2021 the virtual tour, which is annotated and enables people to 'see' parts of the station that are usually off-limits to the public, has been taken 1,248 times by a total of 940 users.

New custody cameras

Devon and Cornwall Police has become the first force in the world to install high-tech cameras in custody cells that monitor a detainee's movement, pulse and breathing. The technology, known as Oxevision, has been developed by a company called OxeHealth, a spin-off company formed from a partnership between Oxford University's Institute of Biomedical Engineering and Oxford University Hospitals NHS Trust.

The OPCC communications and engagement team is working in partnership with these organisations to promote the potentially life-saving advantages of this technology.

Contact for further information:

Pierre Doutreligne

Governance Officer

Office of the Police and Crime Commissioner for Devon and Cornwall

pierre.doutreligne@devonandcornwall.pnn.police.uk

Report prepared on 14th January 2021

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Devon and Cornwall Police and Crime Panel

5th February 2021

OFFICE OF THE POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT

1. Purpose of the report

1.1 This report provides an overview for the Police and Crime Panel of:

- OPCC assessment of current performance against the strategic indicators for the Police and Crime Plan 2017-2020 'Safe, resilient and connected communities'.
- This report usually provides details of the latest Office of National Statistics (ONS) publication of police recorded crime in England and Wales, including a detailed crime profile annex, which compares Devon and Cornwall against national rates and trends. However, the next release of ONS police recorded crime covering the 12 months to September 2020 is not published until the 3rd of February 2021.
- To provide an update to the Panel in advance of the ONS figures being released, the OPCC have examined Devon and Cornwall Police's publication of crime figures for the 12 months to September 2020. This period aligns with the next ONS release of police recorded crime and gives an indication of what can be expected.

2. Recorded Crime in Devon, Cornwall and the Isles of Scilly 12 months to September 2020 as published on Devon and Cornwall Police's website.

2.1 Devon and Cornwall Police publish crime data on their website each month covering the latest 12-monthly period¹.

2.2 In the 12 months to September 2020, 95,349 crimes were recorded in Devon, Cornwall and the Isles of Scilly which is equivalent to 54 crimes per 1000 population and the same rate which was reported to the Panel meeting in November 2020, which covered the 12 months to June 2020.

2.3 In the 12 months to September 2020 recorded crime has decreased by 8.3% compared with the 12 months to September 2019, with 8,636 fewer crimes

¹ Devon and Cornwall Police's crime data can be found here: <https://www.devon-cornwall.police.uk/your-right-to-information/our-people/our-performance/crime-figures/>



reported in that period.

- 2.4 The crime data in the 12-month period to September is affected by 6-months of the coronavirus (COVID-19) pandemic, including the first lockdown period and the gradual ease of restrictions over the summer months. Around two thirds of the yearly 8.3% decrease were attributed to substantial falls in crime between March and June, particularly in April and May. This was mainly driven by reductions in theft offences and violence with injury offences. This reflected the increase in time people spent at home during the lockdown period, a reduction in opportunities for theft in public spaces and the closure of the night-time economy.

3. The Police and Crime Plan Strategic Indicators

- 3.1 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".
- 3.2 A commentary is included below for each of the measures. The purpose of this is to provide narrative to support the infographic (supplied in Annex 1) and the necessary interpretation required to explain the OPCC's judgement.

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

Overall performance against the Police and Crime Plan Strategic Indicators

- 3.3 The OPCC's assessment of performance to-date against the headline strategic indicators for the performance year ended 31st December 2020 show most indicators at Green – 'Content'. This is the latest data for all indicators that are available, unless stated otherwise. The supporting infographic for February 2021 is included at Annex 1.

Summary:

	February 2021 Panel	November 2020 Panel
Green	7	6
Amber	0	2
Red	1	0
Ungraded	3 ²	3
	11	11

- 3.4 The grading of two indicators has changed since the last Police and Crime Panel meeting:

² As reported to the Panel in February 2020 it is the Commissioner's view that the three measures included in the infographic in 2019 in place of the previous VFM indicators from Her Majesty's Inspectorate (which are set out in section 6 of this report) should be marked as 'ungraded'. These measures are not indicators of performance but provide important information regarding the relative funding position and resource levels of our area compared to other areas in England and Wales.

- waiting times for 101 non-emergency calls – from Amber (Requires additional scrutiny) to Red (Of concern/ action being taken)
- Priority victim satisfaction – from Amber (Requires additional scrutiny) to Green (Content) no further scrutiny required at this time.

i. 101: non-emergency calls waiting longer than 10 minutes- Red

- 3.5 Between the reporting period 1st January 2020 to 31st December 2020, 70% of all 101 calls connected through the IVR system were answered within 10 minutes. This is an increase from 65% which was reported to the Panel in December 2020 and 8% above the baseline attainment of 62%
- 3.6 Between 1st January 2019 and 31st December 2020 - just over 557,700 calls were connected to IVR. Over this period, the average wait time to speak to a call handler has been 7 minutes 16 seconds. However, it is recognised that some callers, particularly at peak times, will have experienced much longer wait times and the Commissioner has been clear that further action is needed to improve the experience of callers to the 101 service.
- 3.7 There has been month-on-month increases in the proportion of 101 calls answered within 10 minutes since October 2020, which have contributed to the indicated improvement across the year as a whole. The proportion of all 101 calls answered within 10 minutes over the past three months is as follows; October 2020: 77%; November 2020: 78% and December 2020: 79%.
- 3.8 The Commissioner's scrutiny of the 101 service has been completed and the Chief Constable is currently considering the recommendations which have been made. The findings are being presented to Panel in a separate report. In view of this scrutiny activity and while the latest performance levels which indicates improvement, the Commissioner has changed her judgement for this measure from Amber to Red. While the overall performance in terms of calls answered within 10 minutes is continuing to improve this decision has been made with specific reference to P2 calls and the findings of the recent scrutiny exercise. Under the meaning of Red which was revised in June 2018 in consultation with the Panel and which are summarised at paragraph 3.2 above a grading Red indicates 'Of Concern and Action Being Taken' whereas Amber indicates 'Under Scrutiny'. A series of recommendations with respect to P2 calls have made by the scrutiny panel which are being considered by the Chief Constable which are detailed in a separate report to this Panel meeting.

4 Commentary on GREEN strategic indicators

Public Confidence: 'Police do a good/excellent job' GREEN (Based on 12 months to March 2020)

Public Confidence – the public have overall confidence in the police GREEN (Based on 12 months to March 2020)

- 4.1 The data for these two indicators has not been updated since March 2020 due to delays to this element of the Crime Survey for England and Wales.

Priority Victim Satisfaction: GREEN (12 months to December 2020)

- 4.2 Priority victims are those that are victims of serious crimes which include domestic abuse, hate crime, sexual offences, attempted murder as well as victims who are persistently targeted, vulnerable or intimidated.
- 4.3 The victim satisfaction survey identifies the proportion of victims who were satisfied with the overall service they received from Devon and Cornwall Police. The latest available survey data indicates that 74% of priority victims were satisfied with their overall experience. This is based on a smaller sample of priority victims, as surveying was temporarily suspended for three months due to the COVID-19 pandemic³.
- 4.4 The results suggest that there has been a 3% increase on the figure previously reported to the Panel (71% based on 12 months September 2020) and when compared to the same period last year. This implies an improving trend and attainment of the baseline figure of 73%⁴ has been achieved. For this reason and in consideration of the extensive activity across both the OPCC and Devon and Cornwall Police to support victims of crime⁵, the Commissioner has changed her judgement from Amber to Green, as no additional scrutiny is required at this time. The OPCC will nonetheless continue to monitor this measure closely on a monthly basis to identify any significant shifts in perspectives.

Repeat Victimisation: GREEN (12 months to December 2020)

- 4.5 In the 12 months to 30th September 2020, 27% of victims (both people and organisations) of crime had also reported at least one offence in the previous 12 months. This measure includes all crime types and the Panel should note that victims do not have to be the victim of the same type of offence twice to be considered a repeat victim.
- 4.6 Overall, a stable trend continues to be evident. The latest data shows a slight increase proportionately (+1%) but in absolute terms there has been no increase in the number of repeat victims. The Commissioner's judgement remains at Green for this measure and the Commissioner does not intend to carry out additional scrutiny in this area.

Emergency Calls (999) GREEN (12 months to December 2020)

- 4.7 In the 12 months to December 2020, the 999-service answered nearly 241,000 calls, 85% of which were answered within 10 seconds. This shows a very slight increase of just 1% since reported to the Panel in November 2020. In comparison to a year earlier, performance remains stable in terms of the number and proportion of calls answered within 10 seconds.

³ April, May and June 2020

⁴ Taken from a 12-month average to end of 2016.

⁵ Highlighted in the November (2020) OPCC Performance Report to the Police and Crime Panel.

- 4.8 Average 999 call handling times have increased, reflecting both the growing complexity of the calls received by the Contact Officers⁶ and the need for enhanced risk assessments and safeguarding procedures to be carried out. In the last year the average call handling time for 999 calls, which includes average talk time and the average post handling time, was 9 minutes 16 seconds. In effect this means that the average time taken to deal with a 999-call increased by 1 minute 44 seconds compared with last year.
- 4.9 Since October 2020 the proportion of 999 calls answered within 10 seconds has increased, with performance reaching 88% in the last two months. Performance in the summer was impacted by increased call volumes with the number of 999 calls received 11% higher in August 2020 compared to 2019 and 7.8% higher in September 2020 compared with September 2019. This highlights the fluctuations in demand across the year and the challenges of managing and maintaining consistent performance levels across the year.
- 4.10 Whilst performance remains below the baseline attainment figure of 91%, the Commissioner is reassured that the average answer time for 999 calls remains low; at 11 seconds (for the 12 months to 31st December 2020). Given that performance has remained stable despite a challenging year and more recent performance data showing an improving position, the Commissioner has decided to retain this indicator at Green rather than launch additional scrutiny in this area at this time.

Attendance time for immediate calls for service: GREEN

Average (median) time for response – (12 months to December 2020)

- 4.11 The baseline figure of 14 minutes 3 seconds is taken from the 2-year average to the end of 2015. For the 12 months to December 2020, the median time to attend an immediate incident was 14 minutes and 12 seconds across the Force as a whole. Stable performance continues to be evident and the Commissioner's judgment remains at Green.
- 4.12 68,591 immediate incidents were attended in Devon and Cornwall between January 2020 and December 2020 – 70% of which were attended within 20 minutes and 87% were attended within 30 minutes.

Emails (101) and texts GREEN (12 months to December 2020)

- 4.13 A baseline of 98% has been set for this measure which is based on the first 12 months of full operation and data recording for the system (12 months to December 2017). Email and text traffic to 101 has continued to increase since the baseline year - when 71,754 contacts were received - alongside increases in 999 and 101 call demand making this more challenging to achieve and maintain.
- 4.14 In the 12 months to December 2020, 138,547 emails and texts were sent to 101, this equates to an average of 11,546 emails and texts received by Devon

⁶ Previously the job role was known as 'Call Handler'.

and Cornwall Police each month. This figure also includes online crime reports submitted via the website (which are converted into email). This represents an increase of 28% or 30,653 more emails and texts received compared to the year to the 12 months to December 2019. The increase in email and text volumes is not unexpected given the communications from Devon and Cornwall Police and the OPCC to encourage use of this alternative contact method, which is welcomed.

- 4.15 During the 12 months to December 2020, 81% of 101 emails and texts were responded to within 24 hours. This represents a 10% increase since this figure was last reported to the Panel (71% for the 12 months to September 2020). Performance has also improved compared with the equivalent period last year, where 73% of emails and texts were answered within 24 hours.
- 4.16 The most recent monthly data shows strong performance of emails and texts answered within 24 hours and has driven the improvement seen in the latest yearly figure. In October 2020, 93% of emails and texts were answered within 24 hours. In November and December 2020, 100% of emails and texts were answered within 24 hours.
- 4.17 In view of the latest yearly and most recent monthly performance data, of which identifies an improving position, the Commissioner has decided to retain this indicator at Green.

5 Infographic: funding and resources

- 5.1 The monetary data contained within the performance infographic in Annex 1 has not changed since first reported to the Panel in July 2020.
- 5.2 The data on officer and staff numbers, as also reported in the infographic, reflects the FTE levels for police officers and staff as of the end of November 2020. At this time there were 3,183 police officers and 2,266 police staff across the force area. Recruitment of police officers is continuing to occur with regular intakes of new police officers through new recruits and transferees from other police forces. Progress has been maintained through the COVID-19 pandemic and remains on track to meet the requirements set for 2020/21.

Contact for further information

Pierre Doutreligne

Governance Officer

Office of the Police and Crime Commissioner for Devon and Cornwall

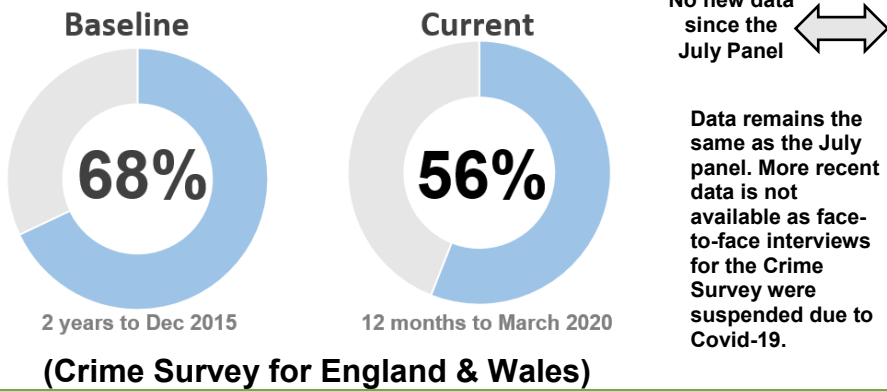
pierre.doutreligne@devonandcornwall.pnn.police.uk

Report prepared 13th January 2021

Performance Report – February 2021

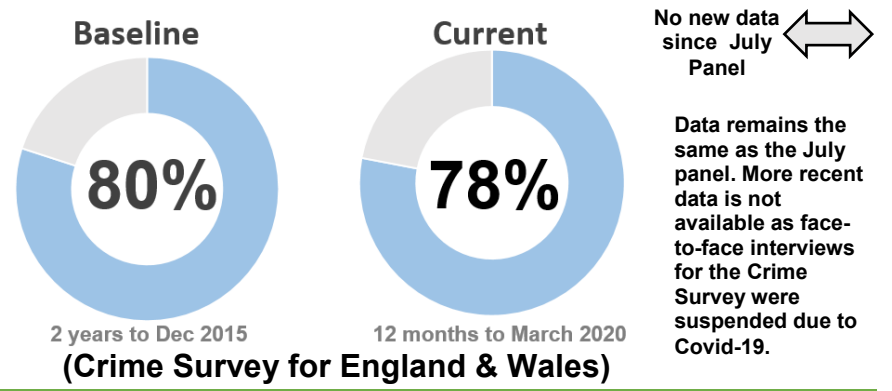
Public Confidence

% of the public that say the police do a good / excellent job



Public Confidence

% of the public that have confidence in the police



Priority Victim Satisfaction

Victim satisfaction with whole experience focused on priority victims under the Victims Code

74%



(12 months to December 2020)

Repeat Victimization

Percentage of victims of any offence that have reported an offence in the previous 12 months

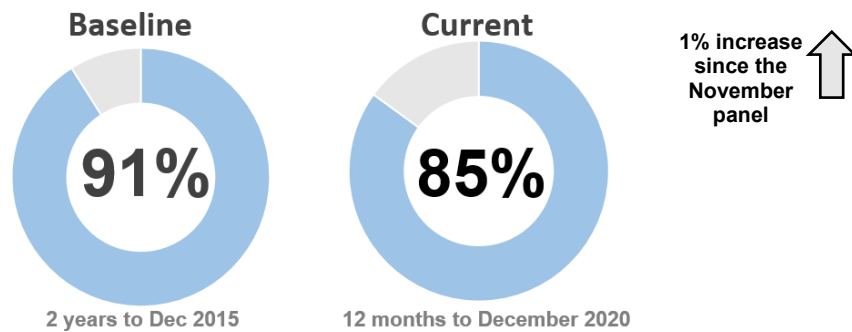
27%



(12 months to December 2020)

Emergency Calls (999)

Percentage of calls answered within 10 seconds

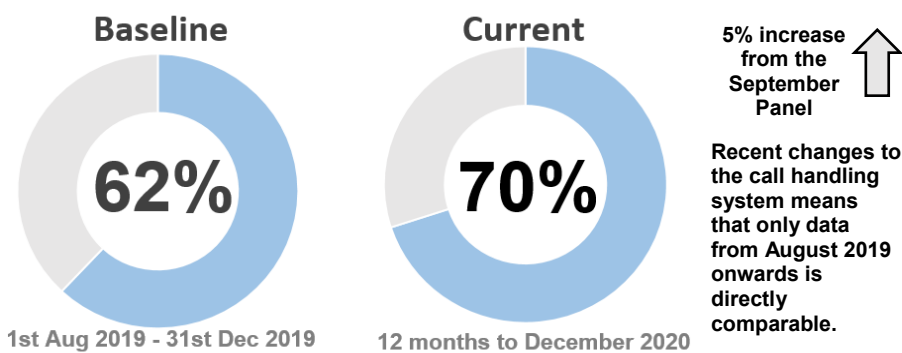


Attendance time for Immediate calls for service: Average (median) time for response



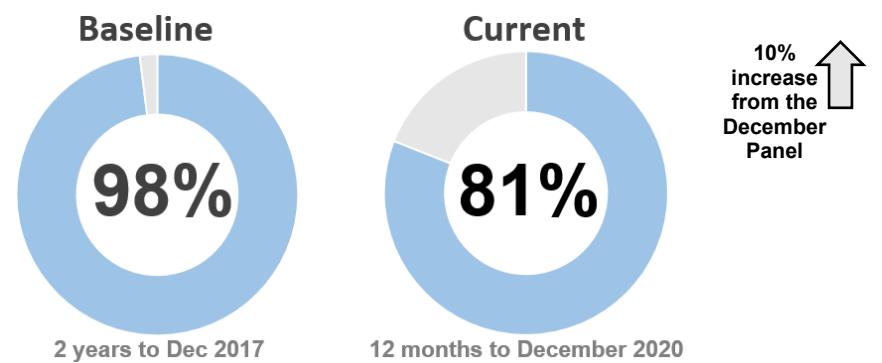
Non-emergency calls (101)

Percentage of 101 non-emergency calls answered within 10 minutes

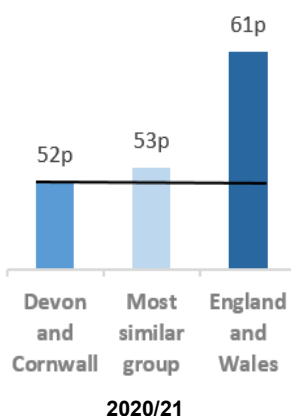


Emails & Texts (101)

Percentage of emails (including email crime reports) & texts responded to in 24 hours

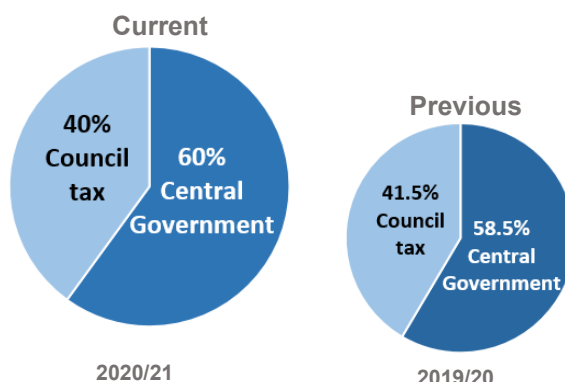


Funding per day per head



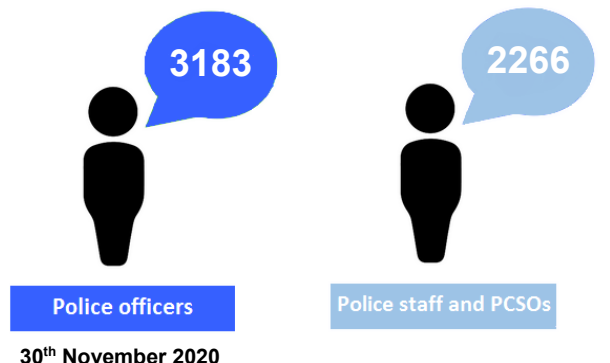
Funding composition

% of total funding from council tax



Officer and staff numbers

FTE (full time equivalent)



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

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Devon and Cornwall Police and Crime Panel 25th September 2020

Update on the 101 Service

This report provides the Police and Crime Panel with an update on matters relating to the 101 service following its deep dive in September 2020 and the PCC's 101 scrutiny review.

1. Introduction

- 1.1 In July 2020 the Commissioner announced that she would be carrying out a thematic scrutiny review of the 101 non-emergency telephone service in the second half of 2020, looking in particular at the extent to which the service is meeting the needs of the public.

2. Current performance of the 101 service

- 2.1 The Commissioner and the OPCC Executive continue to meet on a fortnightly basis with the Assistant Chief Constable and the Contact and Resolution Commander to receive updates on delivery of 101 services, performance levels and the progress of the existing improvement plan.
- 2.2 The past four months have seen continued improvement in performance within 101 services overall. The volume of calls answered within 10 minutes was at 70% for the 12 months to 31st December 2020 and an average wait time of 7 minutes and 16 seconds. This overall improvement reflects continued improvement in P2 caller waiting times which have been the area of most concern. Considerable effort and additional staffing due to low turnover have enabled this stronger performance and demonstrate the potential impact that additional staffing could have on service delivery in this area.

	Average time taken to answer In the 12 months to July 2020	Average time taken to answer In the 12 months to December 2020
Domestic	5 minutes 29 seconds	5 minutes 54 seconds
Hate	5 minutes 6 seconds	5 minutes 17 seconds
Missing Persons	4 minutes 9 seconds	5 minutes 7 seconds
Roads	4 minutes 28 seconds	4 minutes 41 seconds
Sexual Offence	5 minutes 44 seconds	6 minutes 0 seconds
Other New Report	21 minutes 38 seconds	17 minutes 9 seconds
Other Update Report	22 minutes 46 seconds	19 minutes 11 seconds



Average time taken to answer by month from July 2020:

	Jul-2020	Aug-20	Sept-20	Oct-2020	Nov-2020	Dec-2020
Domestic	8m 33s	8m 8s	7m 28s	5m 9s	3m 54s	4m 10s
Hate	9m 5s	7m 42s	6m 36s	4m 3s	3m 39s	3m 40s
Missing Persons	8m 24s	6m 46s	4m 20s	4m 8s	3m 47s	4m 19s
Roads	7m 12s	5m 52s	6m 2s	3m 49s	3m 12s	3m 9s
Sexual Offence	7m 47s	7m 17s	7m 20s	4m 41s	4m 19s	4m 43s
Other New Report	25m 58s	16m 48s	14m 32s	12m 32s	11m 26s	10m 37s
Other Update Report	26m 1s	18m 38s	15m 0s	12m 50s	11m 42s	11m 51s

3. The Police and Crime Panel's September 2020 Deep Dive into 101

3.1 At the September 2020 Police and Crime Panel meeting the Panel carried out a deep dive into the 101 service. To support that deep dive the Office of the Police and Crime Commissioner provided a report setting out the detailed picture of contact management services, investment in the service and performance over the last four years.

3.2 The report also set out the outline terms of reference for the Commissioner's planned scrutiny of the 101 service following the introduction of the Interactive Voice Recognition (IVR) system and sought the views of the Panel on the scope of the scrutiny exercise.

3.3 At its meeting in September 2020 the Panel made three recommendations:

- 1) *The Panel recommends that the Police and Crime Commissioner changes the strategic performance indicator on the 101 Call System from AMBER to RED, indicating the severity of our concerns over its performance and the need for focused action in addition to scrutiny.*
- 2) *The Panel support early initiation of the planned OPCC Thematic Scrutiny, and request an additional key line of enquiry as follows. "What additional measures and/or investment is necessary to restore the effectiveness of the 101 system to acceptable levels?"*
- 3) *Consider the viability of non-emergency calls being transferred to an answering machine or call back service.*

3.4 At the November 2020 Police and Crime Panel meeting a verbal update was provided on the PCC's thematic scrutiny review. In response to questions from the Panel regarding the decision not to change the strategic performance indicator on 101 from AMBER to RED the Commissioner advised the Panel that she did not consider an amendment to be appropriate while the scrutiny activity was taking place. However the Commissioner affirmed that the grading, and the Panel's recommendation would be considered in January 2021 once the scrutiny process had concluded.

4. **The PCC's 101 Scrutiny Review**

The scrutiny process

- 4.1 In November 2020 the Commissioner convened a bespoke 101 scrutiny panel which brought the Commissioner together with members of the PCC's Independent Use of Police Powers Community Scrutiny Panel, Victim Support and two PCC Councillor Advocates to carry out the scrutiny review. The Commissioner's considerable thanks go to all of the members of the 101 Scrutiny Panel who devoted considerable time, energy and insight to this important work.
- 4.2 The Panel met on four occasions over November and December 2020 and considered a broad range of evidence prepared and provided by the OPCC and Devon and Cornwall Police. This included the results of surveys, listening exercises and focus groups carried out with Contact Officers already working in the 101 service. The Panel also received presentations from senior policing leads, corporate communications and performance specialists within Devon and Cornwall Police and received an input from the National Digital Public Contact Programme.
- 4.3 The Scrutiny Review focused on four key themes:
- defining and setting customer service standards;
 - delivering services to the public;
 - providing information, advice and education; and
 - service development and investment.
- 4.4 Within these broad headings the 101 Scrutiny process considered a range of questions, including: exploring the quality of the service; the service standards that Devon and Cornwall Police commit to providing; the experience that the public and other callers to 101 receive; current plans for development of the 101 service; and how Devon and Cornwall Police understand, assess and measure the service that they provide. Included within the review were two specific questions raised by the Police and Crime Panel at its deep dive in September 2020 concerning required additional measures or investment and answering machines or call back services.

Findings of the 101 Scrutiny Review

- 4.5 The PCC's 101 Scrutiny Findings and Recommendations Report was published on Thursday 28th January 2021 and can be found [here](#).

Key findings from the 101 Scrutiny Panel

"The Panel recognised the primacy of 999 calls and the need to prioritise the answering of emergency calls within the control room. The Panel further recognised the continued increase in calls to 999 and of the number of contacts being made across the 101 contact channels (which included email, online reporting and webchat), how average call handling times have increased reflecting both the growing complexity of calls received by Contact Officers and the need for enhanced risk assessments and safeguarding procedures to be carried out.

The Panel's overall conclusion is that the existing 101 telephone service provides a good quality of response to members of the public and to other callers when they get through to the service. Contact Officers are well trained and provide good customer service and advice to the caller in line with the expectations set out in Devon and Cornwall Police's published service standards.

However, the Panel is not assured that the current 101 service arrangements are meeting the needs of those members of the public who call 101 about matters which do not fall into the P1 category (i.e. all calls which do not relate to missing persons, domestic abuse, harassment, stalking, sexual offences, hate crime, concern for welfare or incidents on the road). The introduction of the new Interactive Voice Recognition (IVR) system to 101 has provided a stronger service for certain callers to 101 and has helped the police to identify and prioritise crime types where they consider vulnerability is higher. The Panel was concerned that too many callers to 101 about other matters were having to wait a considerable period of time before being able to speak to someone. The Panel recognised that many of these calls may be for non-police matters but there is limited data available to understand the subject matter of the calls being made and thus to determine alternative pathways.

It is the Panel's view that the police service is responsible for the experience of the member of the public who has chosen to contact them. This responsibility should be front, and centre of the strategic approach taken to all methods of contact that the public may experience, both in terms of initial contact and any subsequent interactions. For example, introducing a clear timeframe in service standards for the provision of updates to victims would provide a better service to the public and help to alleviate pressure on the 101 telephone service.

The Panel recognised that a series of steps were already underway to seek to deliver improvements in the service that is provided to callers to 101. These were welcomed and were likely to be already contributing to the improved waiting times in the final months of 2020. The Panel considered that a significant, sustained and whole force approach to public contact was required to ensure that the 101 service is better able to meet the needs and expectations of the public and to support resilience in the service. Whilst longer term technological advancements may have a significant impact on these issues it is the Panel's conclusion that additional action to increase staffing levels should be considered in the short to medium term to improve the service that is provided on the 101 service. “

- 4.6 The 101 Scrutiny Panel have made a series of 12 recommendations for consideration by the Chief Constable who is responsible for the delivery of 999, 101 and other contact services.

Recommendations from the 101 Scrutiny Panel

The public's experience of the 101 telephone service

1. The Panel recommends that the Chief Constable reviews the existing service standard of 20 minutes for P2 calls by 31st March 2021 and considers setting a revised service standard of 10 minutes or less for all call types and a clear, costed plan of action to support its delivery of service standards. Service standards on waiting times should be focussed on the percentage of callers answered in that time period not the average waiting time.

2. The Panel recommends that the Chief Constable considers by 31 st March 2021 whether the IVR is adding value in its current format and whether changes should be made to the IVR system to re-introduce a triage assessment at the start of the call, in particular for the P2 line.
3. The Panel recommends that the Chief Constable consider by 31 st March 2021 revising Devon and Cornwall Police's service standards for victims to include a clear time period within which victims can expect to receive an update after initial contact with the police and that this expectation is communicated to the public and performance against it is measured and published.
Understanding and managing demand for the 101 Service and Wider Public Contact
4. The Panel recommends that Devon and Cornwall Police build a clear evidence base on the nature of calls to 101 and that this information is used to inform discussions with partners to seek to reduce the volume of unnecessary calls coming into the system and with the public to help direct them to the right services.
5. The Panel recommends that Devon and Cornwall Police develop a force-wide, community orientated and evidence informed Public Contact Strategy which brings together all aspects of its public contact, including the role of corporate communications, victim care, investigating officers, local policing and front desks in providing contact services to the public.
6. That Devon and Cornwall Police should ensure it fully explores the potential that public enquiry offices and their staff can play in providing 101 services to the public.
Investment: staffing, skill retention and technology
7. The Panel recommends that the Chief Constable considers by 31 st March 2021 re-prioritising work under the PRISM programme to speed up the introduction of the upcoming service improvements which have the biggest potential to improve the public's experience (the Call Back Service, in call messaging and the Voice Activated Directory).
8. While longer term technological changes may reduce levels of demand for 101 the Panel recommends that interim solutions, including an increase in staffing, should be considered by the Chief Constable and, if budgetary pressures allow, be included within the 21/22 budget.
9. The Panel recommends that Devon and Cornwall Police consider what options might exist to reduce turnover within the 101 contact centre, including the opportunity provided by remote sites to cover a wider labour market.
Public information and communications
10. The Panel recommends that Devon and Cornwall Police gives much greater priority to communicating regularly with the public about 101, using traditional media, advertising campaigns and community networks and local publications. The focus of engagement should be: to improve awareness about what can be dealt with by 101 and what should be 999 or another agency, to inform them of the levels of service they should expect to receive (including waiting times) and performance against these standards: and to guide them towards alternative contact channels.
11. The Panel recommends that a formal assessment is carried out by 30 th June 2021 to compare the relative costs, benefits and merits for the public and for policing, of the existing Devon and Cornwall website and the new national policing single online home platform.
12. The Panel recommend that a survey and assessment of Ask NED is carried out by 30 th June 2021 to understand how the system is being used by the public and whether it is meeting their needs.

Next steps and Commissioner's Conclusion

3.7 As identified by the 101 Scrutiny Panel in its review there are some significant challenges that need to be considered. The introduction of the IVR system has

led to an enhanced service for some callers but a reduced level of service for others. The Panel's view is that service standard waiting times set by Devon and Cornwall Police is currently too long at 20 minutes and that a standard of 10 minutes would be more appropriate. Valuable technology advancements to improve customer service such as a call back service and in call waiting times are on the horizon but still some way off. Staffing levels have remained static despite increased demand and complexity of calls.

- 3.8 The Commissioner has written formally to the Chief Constable to ask him to consider the findings and recommendations of the 101 Scrutiny Panel and to respond by the end of February 2021. This process is an appropriate recognition of the operational independence of the Chief Constable.
- 3.9 While a formal response from the Chief Constable is awaited action has already begun to be taken in some areas. This includes the Chief Constable's proposed investment of 22 additional staff within the contact centre to target peak periods, changes to the IVR to divert custody and other calls away from contact officers planned and bringing forward recruitment to strengthen summer capacity for summer 2021.
- 3.10 With respect to the requests made by the Police and Crime Panel at its September 2020 meeting.
- Changing of 101 strategic indicator to Red (Action Being Taken) from Amber (Under Scrutiny)

Following completion of the scrutiny review the Commissioner has determined that the indicator should move to Red. This decision has been made despite a notable increase in the percentage of calls answered within 10 minutes in the 12 months to December 2020 – with 70% of calls answered within 10 minutes. The Panel have identified a series of recommendations, in particular to seek to improve the public's experience when calling P2 lines which require action to be taken and these are currently being considered by the Chief Constable.

- Identification of required investment to return service to acceptable levels

The Panel did not specify what it considered to be an 'acceptable level'. The Scrutiny Panel considered that a waiting time service standard of 10 minutes would be more appropriate and have recommended that the Chief Constable considers reviewing his existing standard of 20 minutes for P2 calls. Devon and Cornwall Police have been unable to provide modelling to identify staffing levels for that are required to meet a specific service standard of 10 minutes. However demand modelling on a range of measures is taking place in the first three months of 2021 as part of Devon and Cornwall Police's new two year plan for contact services.

- Consideration of the use of answering machines or call back services on the 101 line

The Panel specifically explored this issue with the Contact and Resolution Commander as part of its evidence sessions. A call back functionality is planned to be developed once the upgraded telephony system is in place in

September 2021. No final timeframe for its delivery is in place and the Panel have recommended that the Chief Constable consider speeding up the delivery of this service given its likely benefit to the public.

Contact for further information:

Pierre Doutreligne

Governance Officer

Office of the Police and Crime Commissioner for Devon and Cornwall

pierre.doutreligne@devonandcornwall.pnn.police.uk

Report prepared on 18 January 2021

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DEVON AND CORNWALL POLICE AND CRIME PANEL

5th February 2021

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 in the table below. This paper covers the period up to 13th January 2021.
2. Within this period, no formal complaints have been made against the Police and Crime Commissioner.

Dates	Complaints received	Number of Complaint recorded	Number of Complaints unrecorded	Total	Complaints forwarded to IOPC 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
22 nd May-19 th September 2018	3	3	0	3	0
20 th September 2018-9 th January 2019	0	0	0	0	0



10 th January – 14 th May 2019	1	1	0	1	0
15 th May -13 th August 2019	2	2	0	2	0
14 th August 2019-20 th January 2020	4	4	0	4	0
21 st January – 10 th June 2020	1	1	0	1	1
10 th June 2020-7 th September 2020	0	0	0	0	0
8 th September -27 th October 2020	0	0	0	0	0
28 th October 2020-13 th January 2021	0	0	0	0	0
			Grand total	18	1

Contact for further information

Pierre Doutreligne

Governance Officer

Office of the Police and Crime Commissioner for Devon and Cornwall

pierre.doutreligne@devonandcornwall.pnn.police.uk

Report prepared 27/01/2021

Devon and Cornwall Police and Crime Panel – Tracking Decisions 2020/21

Minute No.	Recommendation	Progress
Minute 15 25 September 2020	Panel Recommendation: The Panel recommends that the Police and Crime Commissioner changes the strategic performance indicator on the 101 Call System from AMBER to RED, indicating the severity of our concerns over its performance and the need for focused action in addition to scrutiny.	Progress: Update provided within the 101 service report - 5 February 21 agenda
Minute 15 25 September 2020	Panel Recommendation: The Panel support early initiation of the planned OPCC Thematic Scrutiny, and request an additional key line of enquiry as follows. “What additional measures and/or investment is necessary to restore the effectiveness of the 101 system to acceptable levels?”	Progress: Update provided within the 101 service report - 5 February 21 agenda
Minute 15 25 September 2020	Panel Recommendation: Consider the viability of non-emergency calls being transferred to an answering machine or call back service.	Progress: Update provided within the 101 service report - 5 February 21 agenda
Minute 25 20 November 2020	Panel Recommendation: In light of the serious nature of the County Lines challenge to policing and crime prevention, the Panel recommends: That the PCC publishes a clear strategy highlighting the principal objectives in addressing County Lines, to include key indicators to be reported to the Panel as necessary. These indicators are to be aimed at allowing Panel members to assess critical emerging trends such as rising weapon related crime and gang violence.	Progress: Response provided in PCC update report – 5 February 21 agenda.
Minute 29 20 November 2020	Panel Recommendation: In light of the dissatisfaction of Panel members over the accuracy and utility of the Police and Crime Plan performance measures and their grading, the Panel recommends that the future Police and Crime Plan takes a new approach to performance criteria and associated grading to ensure that they are useful to Panel members and the public, by providing meaningful feedback on key performance criteria as they change over time.	Progress: Response provided in PCC update report - 5 February 21 agenda.
Minute 25 20 November 2020	Panel Recommendation: Proposed that a tracking resolutions and recommendations item be added to each agenda in order to record and monitor progress which the panel wish to be kept in the public domain.	Progress: Complete

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Devon and Cornwall Police and Crime Panel

Work Programme

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

Date of Meeting	Agenda item	Action
5 Feb 2021 (15 Feb 2021 if precept is vetoed)	Precept Proposal for 2021/22, Budget and Medium Term Financial Plan Update	To consider the Precept Proposal for 2021/22, Budget and Medium Term Financial Plan Update
	Update on 101 Service	To receive an update on the 101 Service and recommendations.
	Police and Crime Commissioners Performance Report	Standing Item
	Police and Crime Commissioners Update	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner	Standing Item

Future Items

Agenda items to be scheduled	Action
Culture of Policing	
Strategic Alliance	
Recruitment Plan	
Public Health Commissioning Budget	
Domestic Abuse	
Serious and Organised Crime	

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