

DRAFT

Police and Crime Plan for Devon, Cornwall and the Isles of Scilly 2021-2025



Creating **safe**, **resilient** and **connected communities**
supported by world class sustainable policing

POLICE



Foreword from **Alison Hernandez**
your **Police and Crime Commissioner**

TO BE ADDED



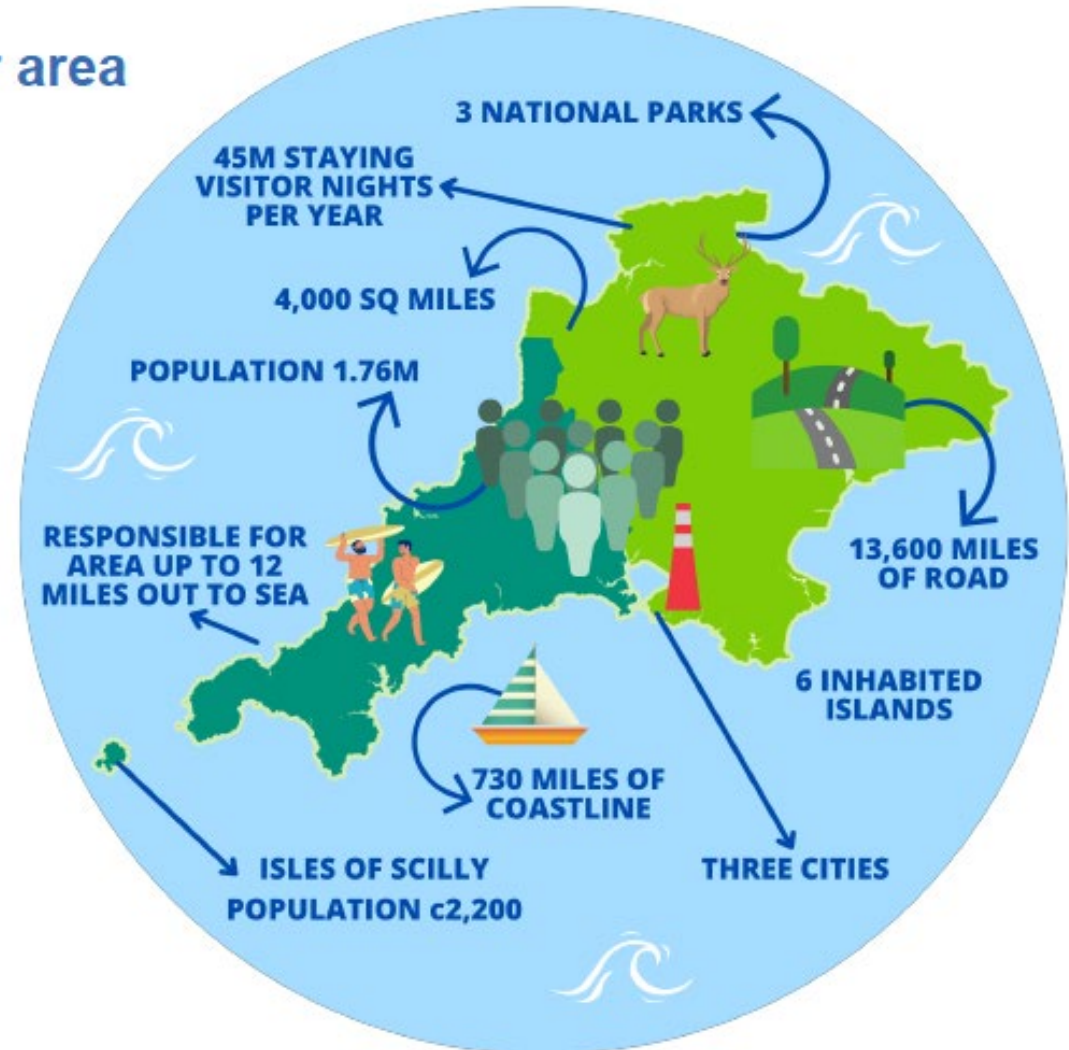
Welcome from
Shaun Sawyer QPM
your **Chief Constable**

TO BE ADDED

Our area

- Devon, Cornwall and the Isles of Scilly is the largest policing area in England, stretching over 4,000 square miles and six inhabited islands.
- We are isolated from most of the country and other police and support services with 730 miles of coastline and limited public transport infrastructure.
- With 13,600 miles of road we have the largest road network in England and Wales, over 80% of which are rural roads.
- Our area has significant pockets of high deprivation with 6% of our population living in the 10% most deprived areas in the country.
- Our elderly population is above the national average, with 24% of our population aged 65 years or over, compared to the national average of 18%.
- We are national outliers in areas like suicides, self-harm and mental health hospital admissions for those under 18 years of age.
- We operate within a complex partnership landscape that includes three unitary local authorities, one top tier county council and eight district councils.

Our area



Your police service



Safe | Resilient | Connected

My vision

Safe



Make our area the safest place in the country by focusing on violence, anti-social behaviour, drugs and road safety

Resilient



Give communities the tools and knowledge they need to keep themselves safe and recover from crime

Connected



Build confidence through visible and accessible policing in our communities

Safe | Resilient | Connected

Safe Resilient Connected

Make our area the safest place in the country by focusing on violence, anti-social behaviour, drugs and road safety.

What are we going to do?

Focus on our priorities of tackling violence, anti-social behaviour, drugs and road safety

Break the cycle of crime

Reduce the opportunity for people to reoffend

Maximise opportunities for visible policing across Devon, Cornwall and the Isles of Scilly

Support economic recovery by giving businesses the tools to prevent crime, including cyber crime

How are we going to measure success?

- ONS crime rating
- Victim based reported crime levels
- Number of officers in neighbourhood teams and response teams
- Reoffending rates

I want to ensure that all our many different and diverse communities feel safe by reducing crime and disorder. I will prioritise high crime areas and target criminal activity, and take a preventative approach to reducing the number of victims and communities affected by crime.

I want to build on the existing strengths of Devon and Cornwall's communities to tackle crime by creating an environment where crime and criminality are not tolerated, and where real opportunities exist to rehabilitate those who offend.

The demand on policing in Devon and Cornwall is not solely crime related. There are many factors which can contribute towards someone being at greater risk of becoming a victim of crime or committing a crime. It is therefore important that we address people's wider needs and target resources effectively. We will continue to work with our partners to take a preventative approach to help reduce the number of people being drawn into crime or becoming victims of crime.

Those who offend need support to change their behaviour so they do not reoffend. I want to help rehabilitate offenders by diverting them into appropriate support systems which deal with the causes of their behaviour. Working locally with partners across the criminal justice system, I will build on the successful Restorative Justice approach to ensure that the public are protected, offenders receive the support they need at the right time, and victims receive the care they need to recover. I will continue to explore ways to work with local businesses and communities to explore how we can support offenders on release so they can make a positive contribution to society and continue to improve services for victims.

I will leverage additional funding to support the delivery of major community safety programmes like the Government's Safer Streets Programmes in Devon and Cornwall and ensure funding is targeted towards crime and antisocial behaviour 'hotspots' and those areas and communities most in need.

I will champion greater visibility of neighbourhood policing within communities through more foot patrols, and ensure we optimise the full benefit of new police officers. We will identify opportunities to be more creative in our recruitment practices, make our workforce representative of the communities they serve and thrive in the diversity of our communities and geography.

Businesses have had a challenging few years, and the impact of the pandemic has been felt acutely in our local economies. I want to apply renewed focus to crimes against businesses and support those who may be repeat victims by giving them access to the tools to reduce crime including cyber crime.

Through this Plan, I want to bring all our partners and communities together to make Devon, Cornwall and the Isles of Scilly the safest place in the country.



Safe Resilient Connected

Give communities the tools and knowledge they need to keep themselves safe and recover from crime

What are we going to do?

Increase public participation with policing

Support young people to reduce the chances of them falling victim to crime

Support the rural economy and communities through increased crime prevention

Influence the Government on key issues affecting Devon, Cornwall and the Isles of Scilly

Strengthen the sustainability of policing and criminal justice services

How are we going to measure success?

- Citizens in Policing capacity
- Number of young people who are victims/offenders
- Additional funding brought into Devon and Cornwall by OPCC
- Reduction in our frontline carbon footprint

I am committed to giving communities the confidence to deter crime and improve community safety. Working as a team with our communities we will tackle crime and make it more difficult for criminals to operate. I will build on the strengths of Devon, Cornwall and the Isles of Scilly to promote our unique demands and challenges and ensure resources are levelled up to truly reflect the nature of demand that policing deals with.


Devon and Cornwall Police are fortunate to have many volunteers supporting our Citizens in Policing programme with roles such as Special Constables, Police Cadets, custody visitors and a strong Community Speed Watch network. We will continue to seek volunteers to work with us to support and inform Police activity, and to work alongside the Police and Crime Commissioner in scrutinising the police force and helping to shape the future direction of policing in Devon, Cornwall and the Isles of Scilly.

Children and young people are disproportionately more likely to be victims of crime and face growing risks of exploitation, abuse, fraud and coercion. I want to maximise the opportunities to protect children and young people from harm by giving them the tools to become more resilient and seek help when they need it, and develop the ability to cope and bounce back if they encounter difficult experiences. I will continue to support schemes such as Voluntary Police Cadets as a mechanism to encourage and promote good role models for our young people.

Likewise I want to see our many rural communities become more resilient by preventing the particular crimes that affect us more such as livestock and machinery theft which can have such a debilitating impact on our livelihoods. I will support the expansion of our excellent Rural Affairs Team and look at how this can be replicated to better support the particular needs of our coastal and maritime neighbourhoods.

I will continue to influence national policy makers to work together to evidence and highlight the specific issues affecting Devon, Cornwall and the Isles of Scilly. I will also continue to make the case for more investment in our area, including raising awareness of our summer surge pressures.

I am committed to ensuring that policing and criminal justice services across Devon and Cornwall are sustainable and fit for the future. I will continue to drive innovation and partnership working to build strength and flexibility in our services. I will support Devon and Cornwall Police to achieve the UN Sustainability Objectives and ensure that my office leads by example. Our new Sustainability Strategy sets out a bold ambition to have a carbon net zero frontline footprint by 2030, and the delivery of a new Estates Strategy will further embed best practice in delivering high quality, sustainable and compliant buildings.





Safe Resilient Connected

Build confidence through visible and accessible policing in our communities

What are we going to do?

Improve police visibility and increase access points to contact the police

Develop a broad range of services to make contacting the police easier

Reflect our communities' needs in the way we work and thrive in diversity

Collaborate and tackle crime in partnership

Improve public confidence through world class local policing

How are we going to measure success?

- Number of customer contact points reopened or provisioned
- Usage of webchat, online forms and email
- 101 call wait times
- Levels of public confidence in the Police

I want to make sure that our police force is visible and accessible for all our communities, so I will continue to put more police officers on the streets. Working with the Chief Constable, we will build greater confidence in the Police and enable our officers to be more responsive to local communities' needs through better communication and intelligence.

Policing relies on the support and co-operation of the public. Therefore it is important that the public can access the Police when they need them. I want to make as many contact channels available for customers as possible, and will open more customer contact points so that more people can speak face to face with someone who can help. I will work with others, including Crime Stoppers, Victim Support and Councillor Advocates to find the best range of contact methods for our communities.

The police deal with hundreds of thousands of non-emergency and 999 calls every year. From time to time the service to the public in call waiting times does not meet the standards we would expect. I have made significant investments in call handling because it is an essential element of policing and of public importance. On behalf of the public, I will continue to hold the Chief Constable to account for the improvements that are still required to deliver high quality customer service.

We will provide more opportunities for the public to share what is important to them, and understand how to increase the feeling of safety in their communities. Through high quality and meaningful communications and engagement I will place the public's voice at the heart of everything we do, raising public awareness of key issues affecting public safety, being open and transparent, and keeping the public informed of my progress to deliver my Police and Crime Plan. I want to thrive in diversity, making sure we engage with all our communities, building community cohesion and safety.

I intend to build on innovations such as the development of the Tri-Service Officers in Cornwall, our partnership with Operation Encompass to support children who witness Domestic Abuse (which has already won a World Class Policing Award), and create opportunities to recognise the role of Special Constables and their invaluable contributions to Policing in Devon and Cornwall.

We are proud of the style and approach to policing in Devon, Cornwall and the Isles of Scilly, but there are still improvements to be made. I will work with the Chief Constable as he implements his vision for Devon and Cornwall to deliver a World Class, Sustainable Police force. Under my leadership, I commit to ensuring that Devon and Cornwall Police are held to account on your behalf, driven by the new National Policing Priorities framework.



My priorities

Breaking the cycle of violence

We continue to have inherent violence across our communities. Our new Serious Violence Prevention Programme, led in partnership with the Chief Constable, will help to drive the earliest possible interventions through partnership working and the scaling of evidence based practice.

Tackling anti-social behaviour

Anti-social behaviour can be a very visible sign of disorder in our communities, leading to community tensions and significant impacts on health and wellbeing.

Reducing harm caused by drugs

Drug abuse can have a devastating social impact on community life. It has an adverse impact on business, and families, as well as on its contribution to violence, crime, financial problems, housing problems and homelessness.

Improving safety on our roads

There are too many crashes on our roads. While the region is one of the safest when it comes to road safety, we believe that any death or serious injury is one too many.

In January 2021, I asked you what your priorities are as a community. You told me anti-social behaviour, drug dealing and road traffic offences were the crime types that you felt most need dealing with in our communities. You have also told me about your concerns regarding violence.

Since March 2020 the proportion of people who have experienced any sort of anti-social behaviour in Devon and Cornwall has increased by 24%.

Drug related offences have been steadily increasing for five years but our level of deaths as a result from drug misuse remain below the national average at 4.1 deaths per 100,000 of the population rather than 4.7.

In 2020, 48 people were killed on our roads and 793 were seriously injured with many hundreds more slightly injured.

We have relevantly low levels of violence in Devon and Cornwall, with both areas seeing around 20 violent crimes per 1,000 population per year compared to 24 nationally. However, any violent crime has significant impacts on people and communities.

I am committed to tackling and reducing all forms of violence. This includes focusing on ending violence against women and girls, addressing domestic and sexual violence and learning from the national end-to-end Rape Review, driving out modern slavery, countering terrorism and extremism and reducing murder and homicide rates – the most serious outcome of violence.

These are my priorities because they have significant impacts on your lives and your communities. I will focus on these priorities to make Devon and Cornwall the safest place to live, work and visit.

A focus on our communities' priorities: Violence, ASB, Drugs and Road Safety

	Breaking the cycle of violence	Tackling anti-social behaviour (ASB)	Reducing the harmful impact of drugs	Improving safety on our roads
What are we going to do?	<ul style="list-style-type: none"> Take a system-wide approach to preventing serious violence, through early intervention and sustainable preventative action to reduce violence in the longer term. Provide quality support for individuals involved in, or on the edge of violence, aligning support to need to improve outcomes for those people" Scale evidence based approaches that meet local needs and address local gaps Prepare the Serious Violence Programme Partnership to work together to meet the forthcoming Serious Violence Duty through sharing accountability, data and expertise 	<ul style="list-style-type: none"> Enhance engagement with the public about the impact of ASB, including working with schools and young people to build confidence and promote positive behaviours. Encourage the reporting of ASB behaviour when it occurs and promote take-up of the Community Trigger process to question authorities when ASB has not been dealt with satisfactorily. Leverage additional funding to support a Safer Streets approach, using local problem solving activity to prevent crime and ASB and help communities to regain control of their communities. Increase visible foot patrols to deter ASB in our communities. 	<ul style="list-style-type: none"> Develop stronger partnerships across the South West region to disrupt drug supplies and county lines operations, and make it more difficult for criminals to infiltrate our communities. Understand the effectiveness of current drug treatment services to ensure they are meeting our local needs. Provide additional support to women who may find themselves forced into drug related criminal activities due to their domestic circumstances. Promote awareness of the harms caused by drugs - to the user, society and those exploited and forced into criminal behaviour. Work across the south west region to respond to the Government's long-term drug strategy, and pool resources to stop drug dealers gaining access to our communities. 	<ul style="list-style-type: none"> Encourage communities, road users and partners to play a full and active part in making the roads across Devon, Cornwall and the Isles of Scilly safer, working in partnership with the Safety Camera Partnership, Operation Snap and Community Speed Watch groups. Work with High Risk Road User Groups to improve driving behaviours, taking an education and enforcement approach to address the 'fatal five' behaviours. Develop and deliver a multi-agency framework to respond to High Risk routes. Work with partners to deny criminals and those intent on causing harm the use of our roads, including disrupting serious organised criminals using our road networks
How will we measure success?	Increasing proactive interventions to prevent serious violence	Increasing evidence based activities to disrupt drug supply chains	Increasing funding and resources to build community resilience and reduce ASB	Cutting road deaths and serious injuries by 50% by 2030 and to zero by 2040

My approach:

“ People are at the heart of this Plan. I will adopt an evidence-based approach to understand the needs of our communities to ensure that support is targeted to those who most need help. I will support a relentless focus on pursuing criminals and undertaking preventative activity to reduce crime and ensure that victims receive the right support at the right time. ”

“ I will work in partnership with residents, communities, voluntary groups, businesses, councils and other public sector organisations to support system-wide change and improvement. I will innovate and find new ways to collaborate with other blue light services and influence national policy and strategy to making sure the voices of our local communities are heard. ”



“ I will take a prevention and early intervention approach, recognising that prevention is better than cure. This approach looks at the root causes of the problem to understand and address the factors leading to the problem, rather than just addressing the symptoms. This includes factors which may make someone more likely to become a victim of crime or drawn into criminality such as mental health, substance misuse, isolation and exclusion, Adverse Childhood Experiences (ACEs), housing, education, income and employment. These 'social determinants' are not for the Police alone to address, so we will work in partnership to take a holistic approach to reducing the number of people likely to become victims or perpetrators and to deal with prolific offenders to reduce reoffending. ”

“ I will take a place-based approach to safety by improving community spaces, building online safety, and delivering more visible police presence in our communities. I will create more contact points and re-open public access to police stations in areas where there has been high demand from the public, as part of a coordinated strategy to improve customer service. ”

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Co-operation and collaboration



We will continue to work in collaboration with a number of partnerships to achieve our vision of the safest place to live, work and visit:

Councillor Advocates: A network of over 350 local representatives from parish, town, district and county councils improving links between their communities and the Police.

Community Safety Partnerships (CSPs): CSPs comprise public, voluntary and community organisations that work together to make communities safer. They provide leadership for community safety work carried out across the area. Policing works hand in hand with CSPs to address local community concerns and the objectives set in this Police and Crime Plan.

Vision Zero SW: VZ SW is a partnership of local authorities, the emergency services and independent experts working towards eradicating death and serious injuries on our roads. The ambitious aim is to cut by 50% the number of people killed or seriously injured on our roads by 2030, and to cut to zero by 2040.

Local Criminal Justice Board (LCJB): The purpose of the LCJB is to work in partnership across agencies to improve the efficiency and effectiveness of the Criminal Justice System and to improve the experience for victims and witnesses in the criminal justice process. The LCJB was established in April 2003 and is currently chaired by the Commissioner.

Reducing Reoffending Board: The South West Reducing Reoffending Partnership was established in March 2019 and brings together partners from across the South West to support multi-agency work to tackle some of the main causes of reoffending, such as lack of accommodation, access to health services and employment opportunities.

Youth Offending Teams: Youth offending teams work with young people who get into trouble with the law. They look into the background of a young person and try to help them stay away from crime.

Strategic Alliance: Devon and Cornwall Police and Dorset Police work together in an alliance to increase efficiency, save public money, and improve services provided to the residents and visitors across the three counties. Approximately 25% of total force business is managed under this Alliance.

National Partners: The OPCC works with a range of organisations and groups to ensure that the unique needs of Devon, Cornwall and the Isles of Scilly are understood and reflected in national policy, and the voices of our communities are heard. This includes working with Parliament and Government Departments, as well as the Association of Police and Crime Commissioners (APCC), the Association of Policing and Crime Chief Executives (APACE), the National Police Chiefs Council (NPCC) and the Parliamentary Advisory Council for Transport Safety (PACTS).



It's community where people feel safe and secure



Services for Victims

Being affected by crime is a very individual experience. Sometimes what has happened to us can be extremely harmful and traumatic, having a significant impact on our lives mentally, physically and socially. But sometimes it can be more inconvenient and frustrating. We all experience what has happened to us in different ways and there is no right or wrong way to feel.

We also understand that not all people affected by crime want to report what has happened to them to the police, but sometimes they will still want support from victim support organisations who can help them to address their needs. This is why I commission services for people who choose to report what has happened to them to police and those who do not.

You can access our victim services in the following ways:

- By calling the victim care unit on 01392 475900 from 8am to 8pm on Monday to Friday and 9am to 5pm at the weekend
- By chatting live with Victim Support, whether you have reported a crime or not. To access this facility, please visit the [Victim Support website](#)
- Or by calling Victim Support free of charge on 08081 689111

For more information visit <https://www.devon-cornwall.police.uk/advice/victim-witnesses/victims/victim-care/>

When you access our victim support services this is what you can expect:

- To be treated with compassion, respect and care
- To be believed, listened to and understood
- To tell the service what you need and to have your individual needs met
- To access support for all types of crime

All of our services are free and the organisations we commission will work with you to find onward services if you need specialist support from more than one organisation.

Our ten-year partnership will revolutionise delivery of victim services

In January we named Victim Support as our strategic partner to deliver victims' services. The innovative £20m, 10-year contract, which is largely funded by the Ministry of Justice annual grant for victims, was the largest ever to be awarded by a Police and Crime Commissioner*.

It means that victims of crime will be supported by a system shaped by others whose lives have been impacted by crime and help them not to fall prey again.

Victim Support will undertake a dual role in commissioning services and in overseeing improvements to them. The commissioning of victim care services is one of the Commissioner's largest responsibilities. This includes restorative justice services, sexual assault referral centres and services for victims of non-reported crime.

This new contract sets in place a contractual partnership which will bring high quality victim led services enabling a sustainable future to many voluntary and charitable organisations who have suffered greatly from the uncertainty brought by the Covid-19 pandemic.

**Not including services commissioned by the Mayor's Office in London.*

Roles and accountability

Police and Crime Commissioner

- Elected by the public to represent their views on policing and crime locally
- Holds the Chief Constable to account for delivering an effective and efficient police service
- Appoints the Chief Constable
- Publishes the Police and Crime Plan after consulting with local people
- Sets the Police budget, and decides how much people will pay towards policing from their council tax
- Commissions dedicated local victim support services
- Funds crime prevention services to help keep communities safe
- Works with Criminal Justice partners to reduce crime

<https://www.apccs.police.uk/role-of-the-pcc/>

Chief Constable

- Overall responsibility for leading the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service
- Direct accountability for the operational delivery of policing services
- Responsible for influencing the development of regional and national policing
- Responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine force governance arrangements

<https://profdev.college.police.uk/professional-profile/chief-constable/>

Police and Crime Panel

- Supports and challenges the Police and Crime Commissioner.
- Has the power to request reports and call the Commissioner to attend its meetings.
- Reviews the Police and Crime Plan and annual report
- Scrutinises (with an option to veto) the Commissioner's proposed council tax precept for policing
- Confirms the proposed appointments of Chief Constable and OPCC Statutory Officers
- Scrutinises the actions and decisions of the Commissioner
- Considers complaints against the Commissioner of a non-criminal nature
- The Devon, Cornwall and Isles of Scilly Police and Crime Panel is hosted by Plymouth City Council

<https://www.plymouth.gov.uk/councillorscommitteesandmeetings/devonandcornwallpoliceandcrimepanel>

Local Authorities and Community Safety Partnerships (CSPs)

- Crime and Disorder Act 1998 Act requires the responsible authorities in a local government area to work together in formulating and implementing strategies to tackle local crime and disorder in the area.
- CSPs must have regard to the police and crime objectives in the Police and Crime Plan.
- The Commissioner and CSPs must act in co-operation with each other in exercising their respective functions.
- County-level CSPs must send a copy of their community safety agreement to the Commissioner for their relevant police area.
- District-level CSPs must send a copy of their partnership plan to the Commissioner for their relevant police force area.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/117509/community-safety-partnerships.pdf

Leadership, Transparency and Integrity

The Commissioner holds the Chief Constable to account for all elements of policing. The Commissioner has a range of mechanisms and processes in place to support this duty. The Commissioner has sworn a public Oath of Office and observes the seven standards of those in public office also known as the Nolan principles.

Oath of Office

The oath says that a Commissioner will:

- serve the people of Devon, Cornwall and the Isles of Scilly
- act with integrity and diligence
- give a voice to the public
- ensure transparency of their decisions
- not interfere with the operational independence of police officers

Nolan principles

- **Selflessness**
- **Integrity**
- **Objectivity**
- **Accountability**
- **Openness**
- **Honesty**
- **Leadership**

Transparency is the cornerstone of public confidence. The Commissioner will continue to publish decisions and ensure that Devon and Cornwall Police does the same so that public confidence can be maintained. The OPCC is already a recipient of the CoPaCC Transparency Award and this is a position we intend to maintain.

National Policing Requirements

Strategic Policing Requirement

The Strategic Policing Requirement is where the Home Secretary has identified six national threats that all police force areas must demonstrate they have the plans and capability to respond to, in addition to regular policing requirements.

The threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces, resulting in a national response. The policing requirement to counter the threats is set out in the SPR and forces are required to evidence preparedness against five areas: capacity and contribution, capability, consistency and connectivity. The Chief Constable and the Commissioner must have “due regard” to the SPR and ensure that the police force is in a state of readiness to deal with the threats in addition to business as usual.

Policing Vision 2025

The Policing Vision 2025 sets out the future for policing over the next four years and will shape decisions about how police forces use their resources to keep people safe. It has been developed by the Association of Police and Crime Commissioners and the National Police Chiefs’ Council in consultation with the College of Policing, the National Crime Agency, staff associations and other policing and community partners. All Chief Constables and Commissioners have signed up to the Vision.

SPR priorities

- **public disorder**
- **civil emergencies**
- **organised crime**
- **terrorism**
- **large-scale cyber incidents**
- **child sexual abuse**

National Crime and Policing Measures

The Government has established the National Crime and Policing Measures of: reduce murder and other homicide; reduce serious violence; disrupt drugs supply and county lines; reduce neighbourhood crime; tackle cyber crime; and improve satisfaction among victims with a particular focus on victims of domestic abuse.

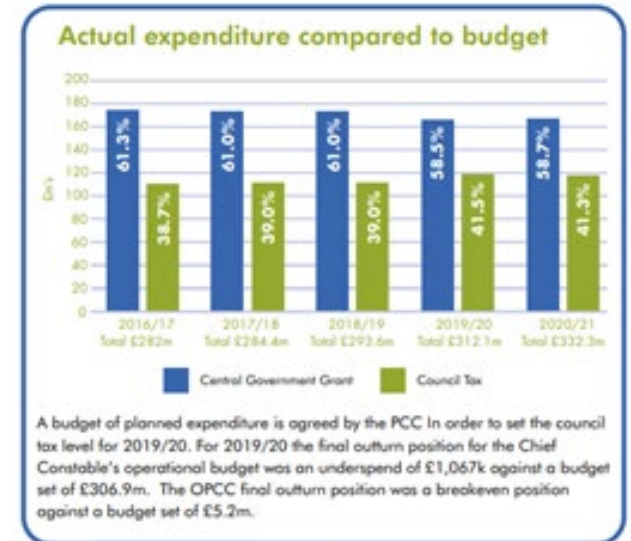
The Commissioner will use these as KPIs to hold the Chief Constable to account and monitor the success and impact of the Police and Crime Plan. The Commissioner will also publish an assessment of the contribution by the Police to achieving these priorities.

Financial Resources

On the 5th February 2021 the Devon and Cornwall Police and Crime Panel supported the Commissioner's budget proposals for 2021/22. This included a net revenue budget of £350m and an increase of £14.92 (6.73%), taking the charge for a Band D property to £236.56 per annum for policing. The Medium Term Financial Strategy (MTFS) covering 2021/22 to 2024/25 was also presented and can be found here [MTFS](#). This money is reviewed annually and used to deliver this Police and Crime Plan.

The cost of the Commissioner's office is £2m which represents 0.6% of the net revenue budget. Unless additional responsibilities are given to the OPCC, the Commissioner will keep the cost of her office proportionate to the cost of the force. In addition there is a budget of £3.74m which is used to commission services for the community. The detail on how this budget will be spent is covered in the annual Commissioning Intentions Plan which is published on my website.

The Commissioner's plans for this term of office are to optimise external funding to deal with "hotspot" areas across Devon, Cornwall and the Isles of Scilly.

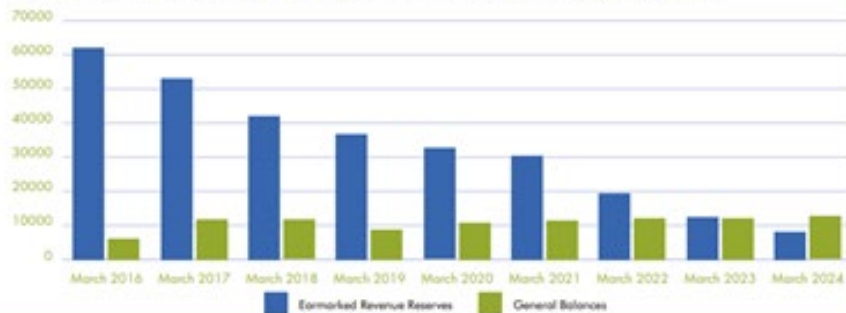


January 2020.

Reserves and balances

Reserves have decreased by £4.4m between 1 April 2019 and 31 March 2020. However, in line with the Commissioner's Reserves Strategy, general balances have increased by £2.1m to bring them to 3.49% of the net revenue budget. The chart to the right shows the level of reserves and how we plan to reduce them over the next five years as they support the capital programme for Devon and Cornwall Police.

Earmarked Revenue Reserves and General Balances Forecast



Analysis of Net Revenue Expenditure 2019/20

