

SAFER TOGETHER

My plan to make our communities safer through a collective approach to tackling crime and anti-social behaviour

Police and Crime Commissioner for Devon and Cornwall

My VISION

“Devon, Cornwall and the Isles of Scilly as the safest area of the country, served by the best police force”

Introduction from Tony Hogg, Police and Crime Commissioner for Devon and Cornwall

I am honoured to be elected as the Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly. For the first time, the public has somebody singularly accountable for an efficient and effective police force for Devon and Cornwall. I will hold the Chief Constable to account on your behalf and work closely with him to develop and deliver this Police and Crime Plan.

By working together and everyone playing their part, we can make Devon, Cornwall and the Isles of Scilly the safest area of the country and enable communities to flourish. Together the public and the police can make a real difference by working more closely together to prevent and reduce crime and challenge unacceptable behaviour.

I know the public value the visibility and accessibility of their police officers. The aim of this Police and Crime Plan is to cut both crime and the fear of crime by bringing policing closer to the people. I will do this by halting the further decline in police officer numbers and focus particular attention on my five objectives: reducing crime and bringing offenders to justice, giving victims and witnesses a stronger voice, listening and responding to the public, providing strong leadership at all levels and investing in policing for the future.

We should be proud of the Devon and Cornwall police force. On your behalf, I will obtain the best value from our police. Please support your police and play an active part in your community's safety.

Tony Hogg



Devon and Cornwall and the Isles of Scilly

Devon and Cornwall and the Isles of Scilly is home to a population of 1.7 million residents spread across 4,000 square miles of urban, coastal and rural communities bordered by over 700 miles of coastline. An area of this size and particularly the rural isolation of some communities, provide specific challenges for policing.

Devon and Cornwall is one of the safest areas of England and Wales with overall levels of crime amongst the lowest in the country.

The police do not, and cannot work alone. Keeping people safe, reducing crime and catching criminals is an intensive, round the clock activity that relies on the co-ordinated response of a wide range of organisations both public and voluntary working together. The police are supported by a network of public organisations, partnerships and voluntary groups to keep people safe and protect the vulnerable.

This Police and Crime Plan will be achieved by working in partnership. As Police and Crime Commissioner, I will be expecting the police, Community Safety Partnerships, the Criminal Justice sector, Health and Wellbeing Boards, Local Enterprise Partnerships, voluntary agencies and charitable organisations to work with and further develop the breadth of provision that already exists. In an area the size of Devon, Cornwall and the Isles of Scilly it is essential to ensure that the wide network of people and agencies working to improve community safety is as joined up and co-ordinated as possible to ensure the best service and value to the public and victims.

In preparing this Police and Crime Plan, I have sought the views of the public and victims of crime; The Plan has been developed with the close co-operation of the police, Community Safety Partnerships and criminal justice agencies. I support the four priorities of the Community Safety Partnerships' Strategic Peninsula Assessment and have built them into this Plan.

Community Safety Partnerships' Peninsula Strategic Assessment priorities:

*Domestic, family and sexual abuse,
Alcohol, violence and the night time economy,
Anti social behaviour and
Reoffending.*

My pledge to respect the operational independence of the police

My role as Police and Crime Commissioner is to set out the strategic direction and budget and to hold the Chief Constable to account. I will do this by taking into account the requirements of the [Policing Protocol](#) and respect the Operational Independence of the Chief Constable.

My Values and principles

I have publicly sworn a [Declaration](#) of Acceptance of Office in which I declared how I would undertake the role of Police and Crime Commissioner. This is an important and open pledge which demonstrates how I will act on behalf of the public in a way that is impartial and accords with the importance of this office.

My values are those of the well recognised standards of holding public office, these are

Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership

As Police and Crime Commissioner, I am also accountable to the public for the financial stewardship of a multi-million pound budget, and the propriety of a large and complex organisation of enormous community and social value. I fully acknowledge this responsibility and promise to adopt, wherever possible, sustainable approaches that are socially and economically responsible for the long term benefit of the public and policing.

My Commitment to Equality

I will carry out the duties of Police and Crime Commissioner with a commitment to ensuring equality and respecting diversity. I will aim to eliminate discrimination, and advance equality of opportunity. I intend to positively contribute to the advancement of equality and good community relations and will integrate equality considerations into the day-to-day business of the Office of the Police and Crime Commissioner. I will also hold the Chief Constable to account for the exercise of his duties relating to equality and diversity within the police force. I will publish an Equality, Diversity and Human Rights framework shortly.

My police and crime objectives

My Vision:

Devon, Cornwall and the Isles of Scilly as the safest area of the country, served by the best police force

My Mission:

To cut crime and the fear of crime by bringing policing closer to the public

My Objectives:

Reducing crime and bringing offenders to justice

- Reducing crime by finding lasting solutions
- Reducing re-offending and bringing offenders to justice
- Focusing on alcohol related violence
- Protecting the most vulnerable with a focus on domestic, family and sexual abuse and better awareness and response to so called hidden crimes
- Working to better understand and respond to crimes motivated by prejudice against someone's beliefs or circumstances, such as hate and mate crime
- Improving road safety through education and enforcement
- Reducing anti social behaviour
- Increasing the safety of the vulnerable , young and victims by protection from those posing the most serious harm
- Supporting early intervention programmes that address drug and alcohol misuse, mental health issues and young offenders

Giving victims and witnesses a stronger voice

- Being a champion for victims and witnesses through the criminal justice system
- Supporting the criminal justice system to deliver a simpler, swifter and more transparent service
- Better aligning the help and assistance offered by the police, other agencies and the voluntary and charitable sector
- Giving victims a greater say, particularly in how offenders are dealt with through the criminal justice system and restorative justice
- Keeping victims better informed as a crime is investigated

Listening and responding to the public

- Promoting equality and respecting diversity by ensuring the police service responds effectively to the needs of all communities
- Addressing rural, coastal and urban community priorities through neighbourhood policing and greater visibility.
- Improving the service received by callers with non-emergency enquiries
- Giving people a greater say in how policing is delivered
- Being more accountable to the public by providing new opportunities to have your say

Investing in policing for the future

Investing in people

- Developing the skills and expertise of officers and staff
- Increasing the use of special constables and volunteers

Investing in technology

- Updating technology to make key policing activities more efficient
- Using technology to improve public contact with the police

Investing in improving processes and systems

- Continually reviewing the way we work to improve service to the public
- Playing our part in national and international policing
- Working towards a sustainable policing model that continues to meet the needs of local people and better serves rural and coastal communities

Providing strong leadership at all levels

Leadership as the Police and Crime Commissioner

- Holding the Chief Constable to account
- Bringing partners together to work more closely
- Making responsible decisions and speaking up for policing
- Being open and accountable about what I do and why

Leadership in partnerships

- Mitigating the impact of reducing budgets on the community together
- Working together to innovate and reduce demand
- Agreeing and delivering against common priorities

Leadership in the community

- Encouraging local people to help keep their communities safe by supporting the police
- Working to solve problems within communities and keep everyone safe

These priorities will be supported by an OPCC Action Plan, available here, and complemented by the Chief Constable's Delivery Plan

How I will deliver these objectives

My objectives are supported by an action plan to be delivered by the Office of the Police and Crime Commissioner. The Chief Constable will prepare a Delivery Plan for the Force which must have regard to this Police and Crime Plan.

The OPCC Action Plan will be available shortly but can be broadly summarised by the following actions:

- I will keep this Police and Crime Plan and financial strategy under regular review
- I will hold the Chief Constable to account for the totality of policing
- I will provide funding to Community Safety Partnerships and other organisations to reduce crime and improve safety in line with the priorities and intentions in this Police and Crime Plan
- I will maintain an establishment of at least 3,000 police officers
- I will meet with the public regularly at events and surgeries to hear their views first hand and take action where appropriate.
- I will increase the number of Special Constables to help increase visibility and reduce the fear of crime
- I will provide targeted funding to the voluntary and charitable sectors to work with the community safety agencies to reduce crime through sustainable answers
- I will appoint an advisor to ensure victims' views are heard and taken into account by the police and partners
- I will work with practitioners, the licensed trade, business sector to challenge irresponsible behaviours, in particular alcohol abuse and to raise awareness of the impact it has on crime and health.

Working with the Chief Constable

I will be working closely with a range of partners to deliver this Police and Crime Plan and secure value for money. However, my working relationship with the Chief Constable is paramount. It is important to be clear about the distinction and legal status of the role of Police and Crime Commissioner and that of the Chief Constable.

The Police and Crime Commissioner is accountable to the public for an efficient and effective police force. The Commissioner must prepare a Police and Crime Plan containing policing objectives, hold the Chief Constable to account for the delivery of the Plan, agree the police element of the council tax, provide funds to the police and partners and commission services in a way that provides value for money.

The role of the Chief Constable is to lead the Force in delivering operational policing in fulfilment of the Police and Crime Plan within the constraints of the agreed budget. The Chief Constable has command and control over police officers and staff and exercises the management of police resources and assets under a delegation from the Police and Crime Commissioner to whom he remains accountable.

How I will measure success and hold the Chief Constable to account

I will hold the Chief Constable to account for the totality of policing. In order to focus on my objectives, I have set a small number of four-year, high-level improvement targets for the Force. These will be incorporated into a wider performance framework which will be finalised shortly. This framework will explain how I will hold open meetings at which the public will be able to question me and the Chief Constable about the performance of the police.

| Reducing crime and bringing offenders to justice | Measure |
|---|---|
| <p>To reduce crime I am determined to reduce total crime over the next four years. The Peninsula Strategic Assessment (PSA) recognises that some crimes of domestic, family and sexual abuse and hate crime, by their very nature, go unreported. I want to encourage victims to come forward so that the police can take action. Therefore, I expect the number of some offences reported to the police will rise. I do not expect that any such increases will be greater than the overall reduction in total crime.</p> | <p>% reduction in total crime. as measured by police recorded crime</p> |
| <p>To reduce violence against the person (<i>this includes but is not restricted to grievous bodily harm, death by dangerous driving, harassment, child cruelty & harm to a vulnerable person</i>) Current measures of alcohol related violence are inadequate in helping agencies to fully understand the nature of this problem and reduce crime. The police and partners will continue to tackle violence whilst developing a more meaningful means of illustrating the impact that is being made by police and other agencies.</p> | <p>For 2013/14 - a reduction in violence against the person. A new alcohol-related violence measure will be developed for implementation in 2014/15</p> |
| Giving victims and witnesses a stronger voice | Measure |
| <p>To increase the percentage of crimes which result in a positive outcome A positive outcome is an offence resulting in an Offence Brought to Justice or through Restorative Justice. An offence is described as having been brought to justice where an offender has been cautioned, convicted or had offences taken into consideration by a court. Restorative justice is a victim-led approach where an offender is held to account for their actions, takes responsibility for the harm they have caused and takes steps to make amends</p> | <p>% increase in positive outcomes as measured by the police</p> |
| <p>To increase victims' satisfaction with the police A police survey of victims of burglary, vehicle crime and violent crime of their satisfaction with the service they have received from the police. In time, I intend to develop this measure to include witness satisfaction.</p> | <p>% increase in victim satisfaction as measured by the police</p> |

| Listening and responding to the public | Measure |
|---|---|
| <p>To increase public confidence in the police Assessed using a survey asking the public <i>'In general how good a job do you think the police in your local area are doing?'</i></p> | <p>% increase in those responding 'good' or 'excellent' as measured by the Crime Survey for England and Wales</p> |
| <p>To increase satisfaction with the police response to a non emergency matter In 2013/14, work will begin to improve the response received by the public to non emergency matters. This will include exploring how the police can work more effectively with its partners to provide a more joined-up and comprehensive service to the public.</p> | <p>Measure in development and to be in place by end of April 2013</p> |
| Providing strong leadership at all levels | Measure |
| <p>To increase the percentage of the workforce who state they are well led</p> | <p>Measure in development and to be in place by end of April 2013</p> |
| Investing in policing for the future | Measure |
| <p>To begin recruitment in order to maintain an establishment of least 3,000 police officers</p> | <p>Maintaining an establishment of at least 3,000 police officers.</p> |
| <p>To begin recruitment in order to maintain an establishment of at least 800 Specials</p> | <p>Reaching an establishment of at least 800 Specials by March 2017</p> |

Strategic Policing Requirement

Police and Crime Commissioners are expected to work closely with their Chief Constables to ensure their Forces are able to contribute to the capacity and capability of the national policing requirement. This should be achieved in a way that is as consistent and joined-up across police force areas as possible. As Commissioner, my priority centres on the people of Devon, Cornwall and the Isles of Scilly. The policing service that keeps the public safe is provided and enhanced by a range of local, regional and national agencies. Devon and Cornwall Police play their part in contributing to this national policing capacity, so that the public can be kept safe wherever they are.

Workforce - halting the decline in police officer numbers

People tell me of how much they value their local police officers. Central Government cuts have placed a strain on police budgets. In an organisation that spends the majority of its budget on people, invariably these cuts have meant reductions in police officer and police staff numbers.

As Police and Crime Commissioner, I am committed to listening to the public and doing all I can to retain the highest number of police officers. The funding model I have developed with the Chief Constable aims to halt the decline in police numbers by sustaining police officer numbers above 3,000.

Subject to any further Government cuts, I am able to provide the Chief Constable with sufficient funds to recruit approximately 534 police officers between 2014 and 2017. This will effectively offset the number of officers we expect will retire from the Force during that same period.

| Actual FTE | March 13 | March 14 | March 15 | March 16 | March 17 |
|-----------------|----------|----------|----------|----------|----------|
| Police Officers | 3,090 | 3,090 | 3,090 | 3,090 | 3,070 |
| PCSOs | 414 | 384 | 360 | 360 | 360 |
| Police Staff | 1,810 | 1,764 | 1,739 | 1,714 | 1,594 |
| Specials | 600 | 650 | 700 | 750 | 800 |

An increase in the number of Specials

Special Constables play an important role in forging strong links between the police and local people. Specials are volunteers who work alongside Police Officers and Police Community Support Officers to deal with local policing issues and help prevent crime and the fear of crime. Specials enjoy the same powers as a full time police officer including the power of arrest. PCSOs are full time staff who have the power to detain people for a short time They provide an invaluable role in providing public reassurance by being highly visible and engaging with the public.

I believe that there is great potential to increase the number of Specials in the Force and benefit from the skills and backgrounds they have to benefit the police in serving the public.

The resources and assets I will make available to the Chief Constable

As Police and Crime Commissioner, I receive all Government police grant funding directly. Following consultation with the Chief Constable and the public, I decide upon the level of council tax revenue I intend to raise in order to meet the necessary budget requirement for maintaining an efficient and effective police force.

I will provide the Chief Constable with sufficient resource to recruit 200 additional Special Constables by April 2017. In order to fund these increases, I will draw on money set aside in a contingency fund to help cope with fluctuations in Government funding decisions. This financial plan will also require an increase in the council tax precept of 2% in 2013/14. This is equivalent to 6 pence a week on council tax bills for a band D property. In order to increase the number of uniformed frontline officers, it will be necessary to continue with the planned reduction of police staff numbers through workforce reviews and the disestablishment of vacant posts.

My Medium Term Financial Strategy sets out my spending plans, budget forecasts and intentions for balances and reserves.

The budget requirement for the four years 2013/14 to 2016/17 is illustrated below

| Summary | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|---|----------------|----------------|----------------|----------------|
| Funding | £288.6m | £284.1m | £282.8m | £282.2m |
| Net Budget before contribution from reserves | £284.3m | £283.5m | £286.2m | £289.6m |
| Contribution to/(from) reserves | £4.3m | £0.6m | (£3.4m) | (£7.4m) |

My Medium Term Financial Plan can be viewed here.

Efficiencies

The Force has a history of delivering value for money savings. In the next four years of this plan, further reductions of £35.9m are anticipated. I am committed to work with the Force to deliver savings on all areas of the budget. A joint Value for Money strategy has been developed to support this. The planned savings divide into those which are based upon staff and officer numbers and non pay budgets. This is illustrated below.

| Budget Division | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total |
|--------------------------|----------------|----------------|----------------|----------------|--------------|
| | £m | £m | £m | £m | £m |
| Projected savings | (10.3) | (7.7) | (8.0) | (9.9) | (35.9) |
| Reinvestment | 2.8 | 2.0 | 3.3 | 3.8 | 11.9 |
| Total | (7.5) | (5.7) | (4.7) | (6.1) | (24) |

Collaboration

I am committed to working more closely with other Police and Crime Commissioners and police forces, particularly in the south west, in order to make the police Force more efficient and effective and to better meet the needs of our communities. There are already a range of services that are delivered in partnership with other Forces. One example is the joint taskforce to tackle serious and organised crime across the south west.

As well as a more effective way of working, these shared services and collaboration arrangements make financial sense. For example, significant savings have already been made by introducing a central purchasing facility for police forces in the south west of England.

There is more to be done, in particular to make it easier for forces to be able to work with each other more cohesively in order to reduce the threats to the public from crime and reduce the impact of financial uncertainty.

I am open to other collaborative ventures where it can be proven that they best serve the interests of the people of Devon and Cornwall. I will be working with the Chief Constable to explore the options available.

Community Safety and Commissioning

From 2013, in addition to core police funding including those funds currently allocated to 'police partnership funding, the Police and Crime Commissioner will receive all community safety funding albeit at a lower level than was previously provided. In previous years, this money was directed from central Government to Community Safety Partnerships.

I recognise the good work of the range of partnerships and stakeholders working to keep people safe and acknowledge the importance of maintaining a sustainable funding base.

In order to minimise disruption to services, for 2013/14 I will endeavour to fund the existing 2012/13 recipients of this money. To mitigate future reductions from Government, I intend to treat this as a single Community Safety Grant and police partnership fund.

During 2013, I will expect the recipients of this community safety and police partnership funding to be able to demonstrate how they contribute to community safety and crime reduction and support this Police and Crime Plan. I will work closely with partners to review current arrangements for the use of resources and consult with stakeholders in developing future proposals in order to ensure a smooth transition to any new arrangements in April 2014.

Buildings and assets

My Police and Crime Plan has an objective of investing in policing for the future. This includes making the best use of our buildings, technology and other assets to ensure that our police officers and staff are able to work as effectively as possible.

Making sensible investment decisions now will have long term benefits for the future and as Police and Crime Commissioner I will make the best use of existing assets. I will be seeking assurance from the Chief Constable that the Force estate is put to the best use by working in partnership and with due regard to the plans of local authorities and other partners. Following this, I will publish a refreshed Estate Strategy.

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