



**Police and Crime Panel Meeting
1 July 2016
Report of the Police and Crime Commissioner**

DEVELOPMENT OF THE POLICE AND CRIME PLAN 2016-2020

Introduction

The development of my future Police and Crime Plan for Devon and Cornwall and the Isles of Scilly has been a major focus of my work since taking office on 12th May 2016. I have been working closely with my team and with the Chief Constable and have been seeking informal views from the wide range of partners and the public that I have met over the past month.

During the election campaign I set out a clear set of priorities for the future. In particular I made 5 key pledges and these remain a core part of my thinking for the Police and Crime Plan.

My Five Pledges were:

- To work with the Government to get the best funding deal for policing in Devon and Cornwall and the Isles of Scilly
- To put policing at the heart of our communities both on the streets and online by working with the other emergency services to greater effect
- To support those affected by crime: victims, witnesses and the most vulnerable in our community
- To improve crime reporting by the public, especially through 101
- To review police station closures

Over the summer I will be consulting extensively with the public and partners in a range of ways to hear their views on priorities for my Police and Crime Plan for the next four years. My plans for doing so are set out later in this paper.

I want to build on some of the good work done by my predecessor – in areas like victim care and to drive forward innovation and service improvement.

I intend to bring my draft Police and Crime Plan to the October Panel meeting for formal views

My approach to the Police and Crime Plan 2016-2020

In developing initial proposals for my Police and Crime Plan I am driven by four key principles :

- That we must work together to keep the people of Devon and Cornwall and the Isles of Scilly safe – and ensure in particular, that we protect and support the most vulnerable people
- That everyone has a part to play in keeping their community safe – we need to encourage the public and wider community to work alongside us to keep people safe
- That we must recognise that in order to effectively tackle crime – we must look at the victim, the offender and the location – and take steps in all three areas
- That we focus on delivering quality, connected, services to our communities – spending public money wisely and in ways that will have a real impact

I am fully supportive of the Police Mission.

“We detect and prevent harm; protect the vulnerable and reduce crime. We work together as one team to safeguard communities and neighbourhoods. We are sustainable and resilient and provide a high quality service to the public. We act in accordance with the National Code of Ethics and our Force standards of behaviour” **Shaun Sawyer, Chief Constable**

It is right that we focus on protecting those most at risk of harm and so we must prioritise work on safeguarding. Such an approach is also fully in line with the evidence presented nationally and in the Peninsula Strategic Assessment and local assessments. I will act, commission, scrutinise and campaign to ensure we provide a high quality and proactive response to domestic abuse, sexual violence, hate crime, modern slavery and child abuse, including child sexual exploitation and abuse of the elderly and to help us deal with some of the challenges we face in our communities as a result of mental ill health. We must innovate, invest and learn from others. We must also ensure that our over-riding focus is on the ‘person’ not the ‘process’.

I do understand the very real concerns of the public – many of whom I spoke to on the campaign trail whose lives and emotional wellbeing were being affected by other crimes and issues like anti social behaviour. Issues regarding police accessibility were also frequently raised – with many people feeling disconnected from policing and worried that they would not be able to report matters easily. I will be looking through this Plan to put in place real and tangible actions that can help to tackle these issues. I must be clear though, that in areas like anti social behaviour the answer will not always lie with a police response - we need to work with partners, the third sector and the public. As Police and Crime Commissioner I see my role as working across this broad spectrum and I want to talk with partners and the public as part of this consultation to consider what our options might be.

On behalf of the people of Devon and Cornwall and the Isles of Scilly, I will Act (individually and jointly), Commission, Scrutinise and Campaign to deliver this Plan. Unlike many other Offices of the Police & Crime Commissioner (OPCC's) my office works in a co-productive way with Devon and Cornwall Police, our wider partners and the third sector. This was initiated under my predecessor and proved to be particularly successful in countering the Government's funding allocation proposals. Going forward my office will work with Devon & Cornwall Police to enable a fit for purpose estate, improved technology, better victim care, and a range of other programmes.

The Police and Crime Plan 2016-2020

It is my intention that my Police and Crime Plan will have two core strands of activity, which I will consult on across the summer.



A. Keeping People Safe

The Goal: To provide safe communities - where the police, partners and society work together to tackle crime and antisocial behaviour and to protect vulnerable people.

The Approach: We will work with public services, the third sector and the public to understand issues and solve problems. We will seek to identify and fill gaps that affect public safety in our communities – and be driven by evidence in deciding our priorities. We will support others to act and challenge inaction where needed.

The Plan: I believe that our work to keep communities safe should be based around six key elements of what will help to make the public safe within that community. Many of the actions that need to be taken will help contribute to more than one of these overarching components.



I want to continue and strengthen work in the following areas and will be working actively with the Chief Constable, partners and the public to:

- Prioritise the full range of **safeguarding services** – to ensure we protect the most vulnerable people in our society from harm
- Encourage **increased reporting of ‘hidden crimes’ such as domestic abuse, sexual violence, hate crime and modern slavery** and better support people who come forward to report
- Ensure we **invest in support services for victims of crime and vulnerable people and innovate to find new ways to support victims** – in particular in areas such as domestic abuse, child abuse, mental ill health and substance misuse – building on the innovative work of the Victim Care Unit over the past year
- Improve the criminal justice system - **improving timeliness and quality in the CJS and better supporting victims and witnesses within the court system.**
- Make it **easier for people to contact the police service and/or report crime** – building confidence, expanding online services and sustaining the good progress seen on 101 performance in April and May 2016
- Provide a **true wrap around support service for victims of crime** within policing and the wider CJS –thinking about the ‘person’ first not the ‘process’
- Modernise and **improve our approach to volunteering** - to ensure we have the right opportunities, support structures and culture in place to support communities
- Shift the focus to **prevention of crime and harm** – to increase local resilience and divert people from crime
- Deliver the required national capacity and capability levels to ensure people in Devon and Cornwall and the Isles of Scilly are well protected – in areas like firearms, organised crime and counter terrorism (**Strategic Policing Requirement**) and invest locally in an enhanced firearms capacity

New action is also required and I will work with the Chief Constable, partners and the public to launch work in the following areas:

- Find better ways to **link policing back to the local community** some of whom tell me they feel ‘abandoned’ – this will include
 - o reviewing how we can use the existing police estate more effectively
 - o working better with partners to build local opportunities
 - o better communication – we need to ensure the public understand what is prioritised and why and to engage them in decisions
 - o refocusing some existing OPCC staff time - creating a series of OPCC link officers
- Take a radical **new approach to managing offenders** so we can reduce re-offending –looking to invest in upstream and downstream partner services to deliver enhanced capacity and innovative solutions
- Champion and support early intervention as a way of preventing crime – identifying effective means of **early intervention** and implementing new approaches based on recognised need.
- Develop a new PCC Commissioning Plan setting out my approach to commissioning services across the peninsula – as part of this work I will explore how we can increase certainty of funding streams for the third sector and streamline our commissioning model

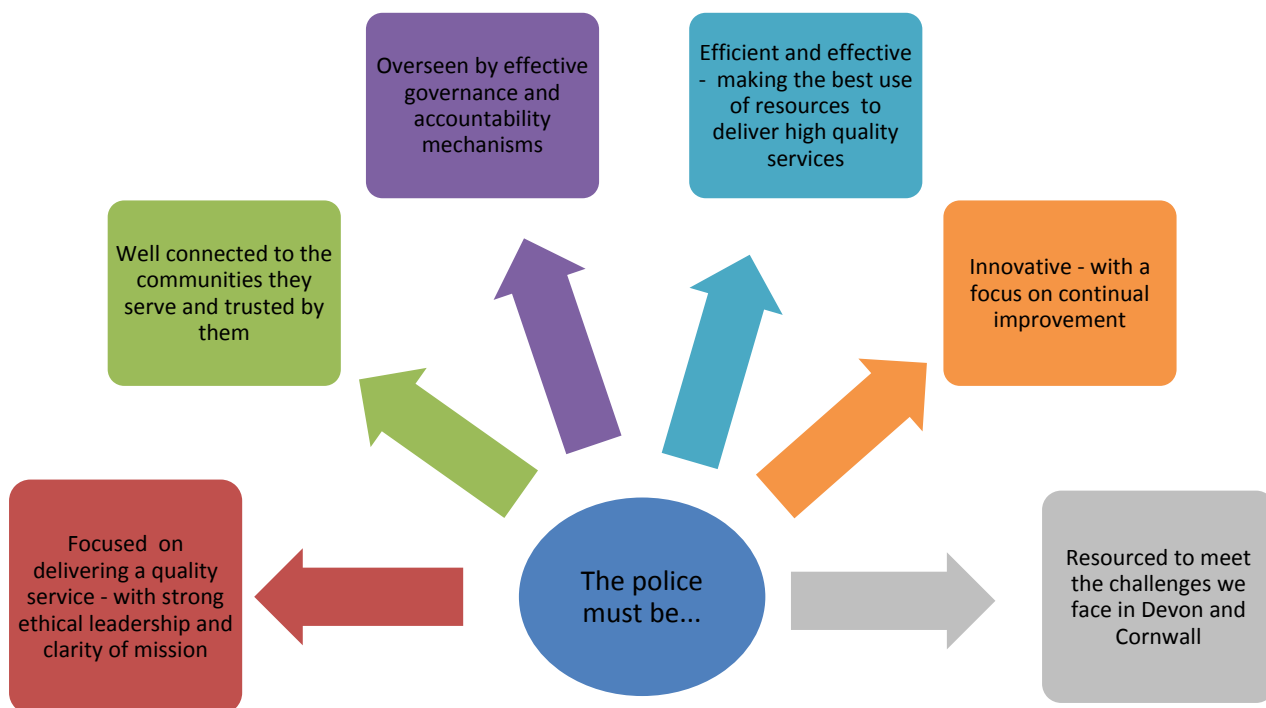
- Create a clear **Police and Fire Services Collaboration Programme** in Devon & Cornwall, working with fire to join up our services at the operational level – boosting resilience and reinforcing our local connection.
- Work to **improve public safety on our streets** in particular working with partners and the public on issues like ASB and the evening and night time economy which matter greatly to the public even if they are not always a policing matter.
- Work with businesses, the public and partners to **develop a Business Crime Strategy and a Cyber Crime Strategy** – which have prevention at their heart and identify the roles that the public sector, private sector and individuals can play.
- Support others to act through a new **targeted investment fund and safe communities toolkit to help communities** fill gaps that affect their safety. The new OPCC link officer will play a key role – along with local third sector partners – to help drive forward the work in this area.

B. Getting the Best Out of the Police

The Goal: To provide a high quality and well connected police service - making the best use of technology, our people our estate and available funding. We will strive to increase efficiency and effectiveness so that we can maximise funds for front line services.

The Approach: We will be open to all collaboration and improvement opportunities and will think innovatively about policing. We expect partners to play their part - we will support them to do so but will challenge inaction. We welcome scrutiny of our work. .

The Plan: Work to get the best out of the police will be focused on six key elements of what will help to make the public safe within that community. Many of the actions that need to be taken will help contribute to more than one of these overarching components.



Actions in the following areas will be prioritised through the Plan:

- **Strategic Alliance with Dorset** – we will complete our change programme and move to ‘business as usual’ delivering a minimum of £12M savings across the 3 counties
- **A new Future Technology Programme** - bringing innovation, expertise and funding together so we can strongly invest in modern technology and deliver cutting edge systems
- **Collaborate with local partners** – expanding our work with fire, other blue light services and local councils – to integrate services and make best use of our respective skills and resources. This includes innovative ambitions on offender pathways and support services – investing upstream and downstream to reduce future burdens on policing
- **Seek additional funding for Devon and Cornwall Police** – working with Government to ensure we get a funding deal that reflects rurality and tourism as well as other work to generate more funds – for example by developing surplus real estate for market.
- **Changing policing services to provide a greater focus on victims and timeliness** –we must think about the person not the process and aim to ‘do today’s policing today’
- Explore what role the PCC should take in complaints relating to policing services – in view of expected legislative changes through the Policing and Crime Bill which will enable PCCs to take a more active
- Publish a **formal scrutiny programme** for each financial year and improve how we provide performance information to the public on policing services.

Strategic indicators for the Plan

Traditionally policing plans have tended to focus on police targets and on measures that are perpetual. I am keen to move beyond this approach and focus upon measures that present a broader sense of success and wellbeing. Those measures could be found within existing police performance metrics, in data help by partners or third party systems or could require brand new measures to be set up. During the consultation process I want to work with partners and experts to develop a series of robust and meaningful indicators that can help us to identify progress but also to understand gaps in service and emerging problems over the 4 year period.

I am particularly interested in exploring and understanding how we can examine these issues through the lens of victim/offender/location and to understand how we can consider measures in a more localised context. For example, possible measures I am keen to explore include:

Keeping people safe

- The number of victims, levels of repeat victimisation, victim satisfaction and crime type
- The number of offenders, their reoffending levels and crime type
- Crime levels in geographic areas and public feelings of safety

Getting the best out of the police

- Public confidence levels in policing
- Public satisfaction when dealing with the police

- Survey data from those working within our policing service
- Effective use of resources

Plan Consultation Process

A detailed programme of consultation will take place over July and August. We will be holding a number of events across Devon and Cornwall and the Isles of Scilly – with events taking place in every policing sector. In addition there will be opportunities for people to submit written responses and to complete an online survey on the key issues in the plan.

The programme of activity which is being finalised includes:

- partnership workshops
- policing roundtables
- meetings with local elected members
- street surveys
- public engagement events (including 'Meet Your PCC events')
- dedicated focus groups with members of the public
- partnership meetings.

The full schedule of events will be provided to Panel members and I would urge you to attend events where you can and to publicise them within your community. I welcome your input and your support as I build my Police and Crime Plan for the next four years.

Contact for further information

Andrew White, Chief Executive
Office of the Police and Crime Commissioner for Devon and Cornwall
chiefexecutivesupport@devonandcornwall.pnn.police.uk
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