



**Police and Crime Panel Meeting**  
**7 October 2016**  
**Report of the Police and Crime Commissioner**

## **DEVELOPMENT OF THE POLICE AND CRIME PLAN 2016-2020**

### **Introduction**

This paper provides an update to the Police and Crime Panel (the Panel) on the work of the Police and Crime Commissioner (the Commissioner) to develop her Police and Crime Plan for 2016-2020 (the Plan). The paper also sets out the Commissioner's intentions for finalising the Plan and seeks the Panel's views on the direction of travel and the proposed arrangements for finalising the Plan.

### **Background**

On 1<sup>st</sup> July 2016 the Commissioner presented her draft Police and Crime Plan to the Panel and launched a summer of consultation with the public and partners on her policing priorities and plans for the period to 2020. This is the first Police and Crime Plan for the Commissioner, and whilst subject to regular review and update, will set the focus for the work of the police and the allocation of policing budgets over the Commissioner's term.

The July 2016 Draft Police and Crime Plan was focused around two key themes: Keeping People Safe and Getting the Best Out of the Police.

A significant programme of consultation took place over Summer 2016, including a public survey, a formal consultation document, focus groups with members of the public, engagement events across the two counties alongside a programme of meetings with local councils, partners and key stakeholders. The consultation closed on 9<sup>th</sup> September 2016.

### **Executive Summary**

The response to the public consultation has been extensive and at the time of writing this report the Commissioner and the OPCC Team are continuing their detailed review and analysis of the rich, informative and varied responses that we have received. The online public survey generated over 1360 responses, many of which provided additional views through the free text boxes and raised additional issues not covered by the survey.

We also received 18 responses to the written consultation from partners and key stakeholders and attended 22 consultation events as well as over 20 roundtable meetings with elected councillors across the two counties, and workshops with local agencies.

As a result of the consultation the Commissioner proposes to make some notable changes to her original Draft Police and Crime Plan, which are discussed in detail later in this report.

The most significant change is to make Keeping People Safe by Better Connecting Communities and Policing the central tenet of the Plan. The depth of feeling from the general public and from local elected members about local policing, is striking, most notably their concerns about accessibility, resourcing levels and a sense of disconnection from the police. The July 2016 Draft Police and Crime Plan, recognised the importance of 'connection' under the Keeping People Safe section but the Commissioner intends to significantly increase the focus on this important issue as a result of the feedback from the consultation.

In consideration of the feedback from the consultation the Commissioner will retain a strong focus on: preventing and deterring crime, protecting people who have vulnerabilities, supporting victims and witnesses throughout the criminal justice process and on making sure that we get the best out of Devon and Cornwall Police.

As such the focus of the Commissioner's Final Police and Crime Plan for 2016-2020 will be:

## Keeping People Safe by Better Connecting Communities and Policing

*Delivering local policing that is  
Accessible, Responsive, Informative, Supportive*

Preventing and deterring crime

Protecting people from harm who may feel or be vulnerable

Supporting victims and witnesses and helping them to get justice

Getting the best out of the police

While the general direction of travel and the focus of activity in each area is in place the detailed commitments that underpin this refocused Police and Crime Plan are well developed but still under discussion. The Commissioner and the OPCC Team (informed by the consultation feedback) are working closely with the Chief Constable to develop the detailed commitments –and to identify and refine the key strategic measures that will allow

the public and the Panel to measure our success against the Police and Crime Plan over the next 3 and a half years.

The Commissioner intends to publish the final Police and Crime Plan at the end of November 2016, in order to best allow partners, in particular the Community Safety Partnerships, to understand the Commissioner's policing priorities and to reflect them in their business planning activities for 2017/18 and beyond.

The Commissioner wishes to ensure that the Police and Crime Panel are kept fully updated and engaged in work to develop the Police and Crime Plan over the next two months and are given sufficient time to consider and comment upon the Police and Crime Plan. As such the Commissioner seeks views from the Panel on how to best achieve this and sets out a proposal for the Panel's consideration.

## **Section 1 – The July 2016 Draft Police and Crime Plan**

The July 2016 Draft Police and Crime Plan set out two core themes: Keeping People Safe and Getting the Best Out of the Police. Within these two areas the Commissioner identified a number of broad areas of activity and sought views on the overall approach, specific actions and any additional areas for focus. A copy of the July 2016 document is attached to this report as Appendix 1.

## **Section 2 - The Consultation Feedback**

### 1. The consultation process

The Police and Crime Plan consultation ran from 1<sup>st</sup> July to Friday 9 September and included a range of activities to seek the widest possible views:

#### ***Public engagement***

##### *Online survey*

The primary tool for public engagement was a short online questionnaire themed around six key issues in the police and crime plan. The OPCC commissioned an external marketing agency Adido to scope, advise and deliver the online Police and Crime Plan consultation. A report from Adido on the results of the online survey is attached to this report as Appendix 2. The questionnaire was accessible online via the OPCC website and widely promoted on social media and a targeted paid promotion using Facebook.

In addition 24 consultation events were held in locations across Devon and Cornwall by the OPCC staff – to raise awareness of the consultation and give members of the public the opportunity to complete a questionnaire on the street, go online or take a copy away for completion and posting back. These events were in a range of venues – including streets, shopping centres, supermarkets, organised events and festivals and local markets. A full list of the events and their location is available at Appendix 3.

A total of 1361 people completed the online survey – many of whom provided additional commentary and analysis to support their answers – providing a rich source of public feedback on policing priorities.

### *Focus groups*

Six focus groups were held in different locations across the two counties – focused on four of the issues covered in the survey (victim care, prevention, online safety and local policing). The focus groups were facilitated and run by an external marketing company who recruited people across a broad demographic and in line with market research codes of practice. 61 people attended the focus groups which were held in Okehampton, Plymouth, Cullompton, Penzance, Bude and Bideford.

An additional focus group was held in conjunction with Plymouth People First and Riddleys in Plymouth with members of the public with learning disabilities on the Draft Plan.

### ***Partner engagement***

The Commissioner wrote to a wide range of partners, including statutory agencies, voluntary and community groups, local partners, Council Leaders, MPs and other key stakeholders such as Directors of Public Health across Devon, Cornwall and the Isles of Scilly seeking their views on the July 2016 Draft Police and Crime Plan. The Commissioner received 18 written responses to the consultation. In addition the Commissioner held a roundtable meeting with the Community Safety Partnerships across the peninsula.

The Commissioner and her team held a number of briefings and feedback sessions with local councillors across the peninsula and also met individually with a number of council leaders, local authority officials and MPs during the consultation period to gather their views.

## 2. Findings from the consultation

A comprehensive written report setting out all of the responses received to the consultation and the actions taken by the Commissioner will be published alongside the final Police and Crime Plan.

### *Public survey and focus groups*

*Public survey* A report from the external company (Adido) that ran the online survey for the Commissioner is attached at Appendix 2 to this report. The survey explored the public's views on investing additional resources into the areas of victim care, prevention and online safety and asked for their views on local policing activity and access to the police.

OPCC analysts are carrying out additional analysis of the data from the public survey, in particular to better understand geographic variations in the views expressed on local policing presence. This additional analysis will help to shape the final commitments and our ongoing work on delivery of the Local Policing Promise. A significant volume of 'free

text' commentary was made in the online survey. The OPCC Team are reviewing all of these comments which will be reflected in the final consultation report published in November 2016.

*Focus groups* The views of the Focus Groups were broadly in line with the findings from the public survey, but provide a more detailed exploration of the issues. There was strong support across the focus groups on the need to build a stronger connection between local communities and the police, better access to the police, including 101, and for increased visibility of policing to help prevent crime.

Discussions at the focus groups showed strong support for additional investment on prevention, including improved management of offenders and greater work with people earlier on in the offending cycle.

Many of the members of the focus groups expressed the view that police funding should be focused on core policing activities, as opposed to filling gaps in wider service provisions within communities. However there was a recognition from members of the focus groups that such investments can have a positive impact on policing – by helping the police to improve their own internal efficiency and, thereby, release funding. Many attendees were supportive of specific additional victim services like trauma counselling but were unclear on whether this should be a PCC responsibility or provided by other partners.

The views of focus group attendees on online safety were mixed. There was a broadly held view that action on financial fraud should be a matter for financial institutions not the police and a preference for focusing police activity on issues like online grooming and harassment.

An additional focus group was held in early September with members of the learning disabled community in Plymouth. The attendees were asked for their views on four specific areas: victim care services; prevention of crime; local policing and online safety. The feedback received through the focus group demonstrated a strong sense of support for a strong connection between a community and local policing – many of the attendees felt such a connection already in particular through their engagement with the local diverse communities team but emphasised the importance of maintaining such connections. Ease of access to the police when needed was also highlighted as an important issue. Attendees at the focus group were supportive of additional help for victims of crime to support their recovery and on extra investment in prevention and online safety to stop more people becoming victims of crime in the first place.

#### *Written consultation responses from partners*

The OPCC received 18 formal written responses to the consultation. The respondents were broadly supportive of the proposals set out in the draft Police and Crime Plan and made a number of additional suggestions. While the high level commitments within the Plan were supported, partners wished to have more information going forward on the detailed activities that would be driven forward under the Plan.

Many of the Community Safety Partnerships who responded to the consultation emphasised the importance of effective partnership working at the local level. In particular the role that Community Safety Partnerships can play in keeping people safe across the peninsula and the continued need to collaborate to make the best use of reducing local budgets. The importance of working closely with the voluntary sector was also highlighted. The key areas of activity identified to support better partnership working was the sharing of expertise, data and best practice as well recognising the resource pressures within the public sector as by working together where possible whilst respecting individual responsibilities and resource levels.

Many other respondents also emphasised the importance of collaborative working and expressed a desire to work closely with the Commissioner to help deliver her Plan. Some caution was raised regarding the scope for action within the voluntary sector, going forward, in particular in view of the range of calls being placed on volunteers across the public sector. The need for a greater prominence on issues such as mental health and substance misuse was also raised by partners.

Feedback from the business community expressed disappointment at the lack of mention of business crime throughout the Plan and called for it to be considered a priority for the police.

#### *Feedback from the elected members across Devon and Cornwall*

The importance of local policing was raised overwhelmingly in discussions and meetings with local elected representatives. In particular:

- Reduced resources in neighbourhoods
- Lack of information on local police activity
- Reduced engagement and co-working with councillors
- Access, in particular a lack of confidence in the 101 non emergency service
- Lack of continuity in police personnel affecting local working relationships

Elected members were strongly in support of prevention and in favour of greater investment in the ongoing management of offenders to stop them from reoffending. Many drew a strong link between enhanced local policing presence and prevention – in terms of the role that local connections and knowledge and a physical presence can play in preventing crime. There was broad support from local elected members of the Commissioner's intention to devote additional resources to victim care services, in particular on trauma and counselling. The issue of persistent and severe anti social behaviour in local areas and the affect that it can have on residents' feelings of safety was raised by many elected members – with calls to ensure that the police can play an active role in partnership activity to resolve local problems.

### **Section 3 – Revising the Draft Police and Crime Plan to reflect the consultation feedback**

Following the July 2016 consultation process the Commissioner intends to make a number of changes to her Police and Crime Plan before it is finalised.

The most significant change is the focus on local connectivity. Keeping People safe by Better Connecting Communities and Policing will be the central tenet of the Plan. The depth of feeling from the general public and from local elected members about local policing, most notably their concerns about accessibility, resourcing levels and a sense of disconnection from the police is striking. Responses from local partners emphasised the importance of partnership working in delivering on the Plan and the challenges posed around vulnerability – with a desire for greater action on the sharing of resources, data and best practice.

The July 2016 Draft Police and Crime Plan recognised the importance of ‘connection’ under the Keeping People Safe section but the Commissioner intends to significantly increase the focus on this important issue as a result of the feedback from the consultation, which received strong support in the consultation responses. A strong connection with local areas is important for a number of reasons. It supports the provision of intelligence and information to help the police protect our communities and detect crime. It also directly aids the police in resolving issues and has an important role to play in building confidence in our communities that the police will be there when needed.

The Commissioner also intends to increase the focus through the Police and Crime Plan on preventing and deterring crime, protecting people who are (or may feel) vulnerable and on the delivery of support to victims and witnesses, including how they are supported through the criminal justice process.

#### *The overall approach to the Police and Crime Plan*

Devon, Cornwall and the Isles of Scilly is already a safe place to live, work or visit, with some of the lowest crime levels in the country. The focus of this Plan is, therefore, on how we continue to keep our people safe and on improving their connection with policing in the local area, which can have a real impact on how they view safety.

To support this we must ensure that we understand the nature of crime in our area and work effectively with partners to prevent and deter crime, to respond and to make sure we protect people who have vulnerabilities. We must ensure that people are better able to access the police and that when they do – that they get a timely response. We must make sure that the police are there when they are needed and that people have confidence that the police understand their issues and will act appropriately to help them. The nature of the police response may not always be what the person might want - but the nature of the response must be clear, be helpful and should be well understood by the people we serve.

The role of local policing – and the police’s connection with the local community - is vital and the revised Police and Crime Plan will recognise this by placing ‘Better Connecting Communities and Policing’ at the heart of the Police and Crime Plan.

## Keeping People Safe by Better Connecting Communities and Policing

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Preventing and  
detering crime

Protecting people from  
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Getting the best out of  
the police

### Keeping people safe by better connecting communities and policing

To keep people safe we must ensure that policing sits at the heart of all of our communities in Devon, Cornwall and the Isles of Scilly – so that we know what is happening in a local area and can respond effectively to the challenges that arise. This link with communities is also essential in supporting our ‘policing by consent’ approach – building trust and confidence that the police will be there to help when they are needed.

The effort and commitment from our communities is essential to help us improve policing in Devon and Cornwall – they are a vital source of intelligence which can help to stop crime occurring in the first place and assist in bringing offenders to justice. They also play an active role in preventing crime and harm – through initiatives such as Neighbourhood Watch, Community Speedwatch and Flood Volunteers.

Devon and Cornwall Police has a proud tradition in policing within communities, being one of the pioneers of neighbourhood policing. Policing styles and approaches have evolved over the years – to reflect changes in resourcing as well as an increased focus on protecting people who are vulnerable from harm and the growing importance of emerging crime types such as cyber crime. The world does not stand still and policing models must evolve. It is for the Chief Constable to determine the appropriate deployment of police officers and staff across Devon, Cornwall and the Isles of Scilly but as we change we must ensure that the connection to our local communities is a priority and that we actively work to strengthen it.

Through this Plan the Commissioner will drive forward action in a number of areas to better connect our communities with policing – to ensure policing in the local area is accessible, responsive, informative and supportive through a Local Policing Promise.



**The full list of specific commitments are being developed in conjunction with the Chief Constable and will be included in the final Police and Crime Plan.**

### **Policing is.... Accessible**

It is important that the public can contact the police easily so that they can report crime and anti social behaviour, raise concerns, seek help and provide information and intelligence to help the police. Accessibility is also important in building the public's trust and confidence in the police. Action under the Police and Crime Plan will be focused around a number of areas and investment will be made to support changes in these areas:

- *Improving contact at a distance:* providing a range of 'remote' contact options to reflect the differing needs and preferences of the public and ensure that people can report crime.
- *Public contact service:* continuing to improve waiting times for the 101 non emergency service and rebuilding confidence in the system
- *Creating more opportunities for face to face contact:* alongside improvements to remote access opportunities we will increase the opportunities that are available for direct face to face contact with local teams
- *Better linkages with local councillors – who play a key role in connecting with their communities:* the Commissioner is considering setting up a Councillor Advocate Scheme - a network of nominated councillors who can provide a formal feedback route to the police on local issues and concerns on behalf of their community – building on schemes launched in Cornwall in 2015.
- *Improving access to the Commissioner:* to improve the Commissioner's understanding of local issues and make it easier for the public to access the Commissioner we will set up a network of OPCC link officers take responsibility for a specific geographic area for the Commissioner and will work with (and through) existing networks to better connect that community to the Commissioner. The Commissioner will also establish (at zero cost) specific bases in Cornwall and North Devon.

### **Policing is .....Responsive**

This section of the Local Policing Promise will focus on ensuring that the police will be there when they are needed and that they are responsive to the matter at hand. It will include

- Reviewing the time it takes to reach people in an emergency 999 situation across the peninsula
- How we support and enhance resource levels in local police teams, including through more effective deployment of volunteers, including the Special Constabulary.
- Good feedback – for victims, witnesses and people who report intelligence. While the nature of the specific policing response to a crime or incident will vary, depending on the severity of an issue and its priority it is important that the public receive clear feedback on what action is being taken and why.
- How we can better understand the needs of our diverse communities and support them

### ***Policing is.....Informative***

The nature of policing has changed dramatically over the past 10 years – with the emergence of under-reported crimes such as domestic abuse, modern slavery, hate crime and exploitation of the vulnerable and the growth in online crime as the world has become increasingly digital and interconnected. This section of the Local Policing Promise will be focused on improvements in the following areas:

- Keeping the public better informed about issues in the local area – so they can understand the risks they face, help us by providing intelligence and information, have a clearer idea of the work the police are doing to keep them safe.
- Consulting the public regularly on their views on policing issues and on changes to how policing is provided.
- Working with local authorities and health partners to provide better information to the public so we can reduce confusion about the police role in issues such as anti social behaviour, parking and mental health – which can be a real source of frustration for the public.

### ***Policing is.....Supportive***

It is vital that the police and the Commissioner work effectively with partners, the public and businesses to identify and resolve issues locally and to prevent crime and harm. We must support and work with local communities and Community Safety Partnerships, not act in isolation. This section of the Local Policing Promise will underpin our work with partners, businesses and volunteers to help keep our communities safe, including

- Supporting an expansion of local watch schemes like Neighbourhood Watch, Farm Watch, Community Speedwatch and community resilience schemes such as Flood Volunteers and equipping them to keep their own communities safe.
- The Commissioner will work with local authorities who are seeking to develop high quality, sustainable and interconnected CCTV systems as part of their wider approach to community safety.
- Actively working with partners and businesses to support safety in the night time economy. This includes a proactive approach to tackling irresponsible supply of alcohol and supporting the development of local initiatives and programmes designed which help to keep people safe on a night out.
- Working through CSPs to manage persistent and severe anti social behaviour in recognition of the impact it can have on people and on a community's sense of safety – ensuring that the right tools are in place for the police and councils to tackle such behaviour and that they are being used effectively.
- Assisting businesses to prevent and detect crime through championing business led initiatives like Shop Watch, Best Bar None and Business Against Crime initiatives.

## Preventing and deterring crime

The best way to keep people safe is to focus on prevention, champion safeguarding and stop people from becoming victims in the first place. To do this we need to look at the victim, the offender and the location, and take steps in all three areas. The role that local policing teams play in preventing and deterring crime is key and the enhanced focus on better connecting communities and policing will support our work to help prevent and deter crime.

### *Reducing reoffending*

The Commissioner's focus will be to ensure that prevention of crime and harm is at the forefront of policing activity and is embedded across the entire police service. In particular the Commissioner and the Chief Constable will work with Local Criminal Justice Board partners to introduce new services and systems designed to prevent reoffending and to divert people away from crime, and will make additional funding available to invest in this work. Our work on prevention will require action in three key areas:

- *Prevention in early years* - we will draw on national best practice and evidence and work with partners more actively to focus on people who are at risk of becoming offenders in the future due to their circumstances, past experiences or mental ill health.
- *Deterring future crime* – we will work innovatively with public and voluntary sector partners to target more resources towards first time offenders and those who may have already offended a few times – to try and stop them offending in the future. In particular we will invest in services that can address the underlying causes of their offending such as addiction or mental ill health.
- *Intervention* – there will be a greater focus and additional investment on how we deal with regular and persistent offenders – so we can disrupt their criminal lifestyle and stop them causing more harm to our communities.

The landscape in offender management has shifted dramatically over the past two years with the introduction of the new Community Rehabilitation Companies which manage lower risk offenders. The operating model has some considerable challenges and the Commissioner will be pushing for changes to the system in order to improve our shared understanding of offenders and to seek all opportunities to improve the timeliness, quality and effectiveness of interventions.

### *Improving online safety*

The responses to the public survey and the feedback that has been received from partners reinforce the Commissioner's view that action is required locally to help keep people safe online in Devon, Cornwall and the Isles of Scilly. The responsibility for improving online safety does not rest with policing alone but policing has an important part to play in the collective response and the Commissioner can play a unifying role in helping to focus activity so we can deliver a clear and unified response. The Commissioner will actively work with the Chief Constable, CSPs, Trading Standards, businesses, third sector organisations, the UK Safer Internet Centre, industry and national, regional and local partners to raise awareness of online crime and to improve the effectiveness of prevention messages.

### *Working with businesses to tackle and prevent crime*

The Commissioner's consultations with the business community over the summer have identified a number of key areas for focus, including under reporting, vulnerability and the scope and scale of online fraud against businesses. The Commissioner intends to work closely with businesses to better understand their needs – drawing together representatives from a broad range of businesses to gather their views on policing and where we can work better together to support community safety. This work will support the development of a clear Business Crime Strategy by Autumn 2017.

## **Protecting people who are (or who may be) vulnerable**

Through the Police and Crime Plan, the Commissioner will continue to prioritise the protection from harm of people who may be vulnerable. This focus on vulnerability must permeate throughout the police service with officers and staff receiving the necessary support and training to identify vulnerability, to record victim needs accurately and to take steps to protect them, including by referring them to other agencies. The Commissioner will work with local authorities, wider partners and the voluntary and charitable sector to commission high quality services to help protect people who are vulnerable in our communities. The 2017-2020 PCC Commissioning Intentions Plan will also establish multi-year funding streams for commissioned services to improve service stability.

Prevention of harm will be a core part of our work under the Police and Crime Plan to protect people who may be vulnerable. We will work to educate and advise them so that they can better protect themselves from becoming victims of serious crimes like fraud, scams, grooming and exploitation. The existing network of blue light days across Devon and Cornwall provide an excellent such opportunity to engage with people with learning disabilities and the Commissioner will provide funding to support the running of these events.

The under-reporting of crime in areas such as domestic abuse, modern slavery, sexual offences, hate crime and exploitation of the vulnerable will be addressed through the Police and Crime Plan. To support victims of such crimes to come forward and get help and justice we need to make sure that the system works well for them. We need to:

- Raise awareness to help empower victims and reassure them they are not alone;
- Expand initiatives which allow victims to report crimes without contacting the police directly;
- Improve processes and systems in policing, including investigative processes to make sure our systems don't deter victims from coming forward; and
- Work with local partners in communities to reduce tolerance of such crimes and encourage them to report it when they see it.

Safeguarding people who are vulnerable is a shared responsibility and the Police and Crime Plan will support effective partnership working for safeguarding services right across Devon, Cornwall and the Isles of Scilly. In addition to support via the commissioning the Police and Crime Plan will drive improvement in the collective response- supporting enhanced data and intelligence sharing and better use of technology, streamlining internal processes and championing co-location and integration of where it can help us to improve and enhance the service that is delivered. As part of this partnership approach the Commissioner will continue

to support the work of local safeguarding arrangements to deliver strong oversight and scrutiny of services to protect children and adults who are vulnerable in our communities

Of course our work to protect people who are or may feel vulnerable must include action on mental ill health. The Commissioner will work with health providers and other services to ensure we understand the mental health needs of our communities and can deliver the right services to help them. Through the Police and Crime Plan the Commissioner will campaign locally and nationally for additional investment from health partners in mental health services for adults and children. Campaigning will focus on early help and interventions to: avoid them becoming victims of crime, to help victims of crime overcome trauma through the provision of timely therapeutic care, to improve the escalation process ensuring any individual in crisis being detained by the police receives timely assessment and care from health professionals and: to prevent people entering custody due to a mental health crisis

### **Supporting victims and witnesses and helping victims to get justice**

Through the Police and Crime Plan, the Commissioner will seek to ensure that we have strong wrap around support services in place for victims of crime and that we support victims and witnesses through the criminal justice process. The existing Victim Care Unit will be expanded and enhanced and will commission new victim support services where needs are identified, in particular in the areas of young victims and sexual offences. The Commissioner will also campaign locally and nationally for health partners to ensure they provide timely therapeutic mental health services such as counselling for victims of serious crimes to help them recover from trauma.

The criminal justice system is often too slow and unsupportive of the needs of victims and witnesses and the Police and Crime Plan will set out a range of actions to ensure that we focus on providing a high quality, caring and timely service to all victims of crime and to witnesses – making sure that we put the person before the process. The Commissioner intends to start by leading a full review (with criminal justice partners) of the treatment of victims of sexual offences within the criminal justice system, to identify required improvements, including reducing delays.

The establishment and embedding of a new victim led restorative justice process will be a key feature of work in this area of the Police and Crime Plan. As well as ensuring that we identify local needs and commission high quality services to meet those needs the Police and Crime Plan will require that we embed the culture of restorative justice across the police service and that the right systems and processes are put in place to meet demand.

The Police and Crime Plan will also address the potential devolution of responsibility for the remaining national victim and witness care services to Commissioners and work to explore opportunities to improve victim and witness care which may be provided through our Strategic Alliance with Dorset Police.

## Getting the best out of the police

The six key elements for getting the best out of the police identified in the July 2016 draft Police and Crime Plan remain appropriate.



Delivery against this section of the Police and Crime Plan is supported by the preceding sections – in particular the overarching focus on better connecting communities with policing will deliver significant actions to improve connectivity with communities and to build trust. Collaboration will support service delivery and the Commissioner will be open to all opportunities for greater co-location, information sharing and joint service delivery which will improve the quality of our work, prevent crimes from occurring, improve detection and speed up processes. The key activities that will be taken forward under this section of the Police and Crime Plan can be divided into three key areas:

### **Finance and Resources**

The Police and Crime Plan will focus activity on finance and resources on key activities to maximise resources for policing, including:

- *Action to secure a better funding deal* –campaigning nationally and locally for changes to the police funding formula so it better reflects the demands faced by Devon and Cornwall.
- *Investing in technology to improve efficiency and transform service delivery within Devon and Cornwall Police* – including completing the roll out of mobile data devices, the development of a new command, control and public contact system and significant investment in a new shared emergency services mobile communications system with fire and ambulance services.
- *Delivering our Strategic Alliance* - realising the projected financial and operational benefits from our Strategic Alliance with Dorset Police
- *Efficiency and continual improvement* - to innovate and drive out identified savings so we can maximise our investment in policing services.
- *Effective use of the police estate* – putting in place a clear and coherent estates strategy that will support delivery of all elements of the Police and Crime Plan, including connectivity with local communities.

## **People**

The Commissioner will support (financially and strategically) the Chief Constable who will deliver a diverse, well equipped and well structured policing service – which values and supports its personnel and represents the communities that it serves. A range of actions will be set out in Plan, including:

- Ensuring that we have the right systems in place to support the police workforce
- Supporting volunteering in the policing family- providing the right services, support and structures to encourage people to volunteer and to operate effectively
- Dealing fairly, efficiently and transparently with matters of professional standards and conduct, including the Code of Ethics
- Delivering improvements to the police complaints process, drawing on expected new powers in the Policing and Crime to better meet the expectations of the public.

## **Productive partnerships**

Activity under the Police and Crime Plan will support and grow partnerships with local authorities, fire, health and the voluntary and charitable sectors to explore all opportunities to keep the public safe within our communities and improve our efficiency and effectiveness. Activity in this area will include:

- Championing the important role that CSPs play in preventing crime and harm and working with them to solve problems, prevent crime and support victims
- Full implementation of our Strategic Alliance with Dorset
- Formalising and expanding our collaboration programme with local Fire and Rescue Services
- Adopting a culture of continual improvement and trust - challenging partners in a constructive way and encouraging them to do the same to us.

## **Section 4 Next steps – finalisation of the Police and Crime Plan**

Views are sought from the Police and Crime Panel on the revised approach to the Police and Crime Plan 2016-2020 set out in this Report. While the general direction of travel and the focus of activity in each area is in place the detailed commitments that underpin this refocused Police and Crime Plan are well developed further work is required to finalise the Plan. The consultation on the July 2016 Draft Police and Crime Plan only closed on 9<sup>th</sup> September 2016 and considerable work has been required to analyse the results of the consultation and reflect them in the plan.

The Commissioner and the OPCC Team (informed by the consultation feedback) are working closely with the Chief Constable over the next four weeks to develop the detailed commitments that will underpin the Plan. The Commissioner is also working closely with the OPCC Team to develop and refine a set of key strategic measures that will allow the public and the Police and Crime Panel to measure success against the Police and Crime Plan over the next 3 and a half years. .

The Commissioner intends to publish the final Police and Crime Plan in late November 2016, in order to best allow partners, in particular the Community Safety Partnerships, to

understand the Commissioner's policing priorities and to reflect them in their business planning activities for 2017/18 and beyond. However, the Commissioner wishes to ensure that the Police and Crime Panel are kept fully updated and engaged as the detailed commitments and strategic measures are finalised.

The Commissioner proposes the following process going forward and seeks views from the Panel:

- Police and Crime Panel provide feedback on the Plan set out in this report following their consideration of the revised Police and Crime Plan on 7<sup>th</sup> October 2016;
- The Commissioner will circulate a further copy of the Plan, including the detailed commitments and strategic outcomes and governance of delivery to the Police and Crime Panel before the end of October 2016;
- The Commissioner will meet with the Chair and Vice Chair of the Police and Crime Panel and any other members of the Panel in early November to receive any further comments on the Police and Crime Plan 2016-2020;
- The Commissioner will publish her Police and Crime Plan for 2016-2020 in late November 2016.

**Contact for further information**

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