

Safe, Resilient and Connected Communities

**The Police and Crime Plan 2017-
2020 for Devon, Cornwall and the
Isles of Scilly**

Foreword by the PCC

It is a privilege to have been elected by the people of Devon, Cornwall and the Isles of Scilly to serve as their Police and Crime Commissioner. I promise to serve you well by listening to your views on what does and doesn't work well with policing in our community – and will utilise evidence to help inform me about the challenges we face in our area. I will do everything that I can to make sure we have the best police service in the country and to keep you safe.

This Police and Crime Plan sets out our strategic priorities for policing in Devon, Cornwall and the Isles of Scilly for the next three and a half years. It has been informed by extensive consultation with the public and with partners over the past few months and by the Peninsula Strategic Assessment. My aim is to have excellent policing, co-ordinated wider public services and resilient self-supporting communities. In that way all of us can play their part in keeping each other safe.

The Chief Constable and I have worked together to co-produce this Plan and are committed to delivering the Priorities set out within it. We intend to work closely with our wide range of local partners, including Community Safety Partnerships, Local Authorities, businesses and the voluntary and charitable sectors to achieve this Plan. The Chief Constable and I are working together, including through our co-location at Headquarters, to deliver better policing and safety, and we need your help to do the same.

Crime is changing. People are more likely to be a victim of a crime within the home or online than out on the streets where they live. This means traditional approaches to delivering policing needs to change. Transformation is required to fundamentally create a more resilient, sustainable and effective police force. We have started this journey through our alliance with Dorset Police but this is only the beginning. As we transform and work together to keep people safe – we must ensure that policing remains at the heart of our communities.

Through this Plan we will focus on:

- **Connecting our communities and the police – through a new Local Policing Promise to ensure policing in the local area is 'Accessible, Responsive, Informative and Supportive'**
- **Preventing and deterring crime – so we can stop people becoming victims of crime and move people**
- **Protecting people at risk of abuse and those who are vulnerable – safeguarding the vulnerable and keeping them safe from harm**
- **Providing high quality and timely support to victims of crime to help them recover and helping them to get justice by improving the criminal justice system**

- **Getting the best out of the police – making best use of our resources, supporting and developing our workforce and working well in partnership with others**

In developing this Plan I have consulted widely with the public and partners and have worked closely with the Chief Constable to shape these priorities and the detailed commitments set out here. I believe we are well-placed to ensure that we have a common focus of working together to achieve safer, resilient and connected communities.

Devon, Cornwall and the Isles of Scilly are fantastic places. My goal is to ensure that we are all enabled to play our part in ensuring that the peninsula remains the envy of the rest of the country.

Alison Hernandez

Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly

The PCC's strategic intent

The Police are here to help keep us safe. In particular, they are here to come to our assistance when someone or something threatens our safety. To do this well the police need to be efficient and effective and most importantly they need to be well connected to their communities. We must also work closely and supportively with partners, including Community Safety Partnerships, Health and Wellbeing Boards, and Safeguarding Boards who play vital roles within our communities.

Devon, Cornwall and the Isles of Scilly are some of the safest places in the country. A number of things contribute to this:

- Effective policing approaches and a dedicated and well trained workforce
- Co-ordinated and focused activity across public and voluntary sector organisations
- The strong sense of community that is greater in Devon, Cornwall and the Isles of Scilly than elsewhere in the country

This Plan provides strategic direction to improve, support and enable all the key elements that keep Cornwall, Devon and the Isles of Scilly safe by supporting safe, resilient and connected communities. In keeping everyone safe the PCC wants to focus on everyone but especially those that are most vulnerable. People can be more vulnerable because of their ethnicity, age, a disability, where they live (for example by living in a rural or isolated location), circumstances or for a range of other personal reasons or external factors. We need to ensure we think about vulnerability broadly – recognising that people may move in and out of being vulnerable for a range of reasons and that people will not always self identify as being vulnerable.

Keeping Devon, Cornwall and the Isles of Scilly safe can be extremely challenging. Our beautiful rural landscape and our coastal setting mean that getting around the largest policing area in England takes time – with some policing sectors and neighbourhood beats covering vast areas. The spread of resources over such a large area inevitably affects the public's perception of 'local' policing and the reality is that the police cannot always get there as quickly as the public might expect. This challenge exists all year round but is further exacerbated when 10 million visitors arrive every summer to enjoy our beautiful counties and who also need our help to stay safe.

Devon and Cornwall Police work hard with their communities and other partners – to keep them safe and to support their communities. They do an incredibly difficult job and the PCC is proud of the work they do. Their work goes far beyond what people often perceive as 'policing' – i.e. crime. The police help and support their communities in a wide range of ways – from dealing with road traffic accidents and emergencies such as flooding to responding to concerns about welfare if a person goes missing. However, the PCC recognises that sometimes partners and members of the public do not feel that the police are always well engaged with the things that concern them. Similarly – some of those partners, in particular local councillors and community representatives are not

always aware of how they can assist the police in resolving difficult problems and issues. The first section of this Plan is about achieving excellent connection between the police and the community.

The PCC's ambition through this Plan is to reinforce the link between the police and local communities. In particular to help the police to better understand their communities through the embedding of clear, easily understood two-way communication channels between communities and their local policing teams. Current practice is good in many places but in other local areas the practice is mixed. This Plan proposes a range of measures that will provide service standards that the public and their elected representatives can rely upon. Better understanding of community requirements will allow the police to focus on local policing requirements.

Through this Plan the PCC and Chief Constable will set a **Local Policing Promise** to ensure that policing is Accessible, Responsive, Informative and Supportive – at the local level. In delivering this Local Policing Promise they will work together to make it easier for you to contact the police in your local area, to ensure a good quality of service on 101, to increase resources available to respond to emergency calls and carry out prevention activity and will work closely with partners on a wide range of community issues.

As the owner of the police estate the PCC strongly supports the concept that policing should be based in their localities. To this end, the PCC is committed to ensure that a police presence should be maintained in all current localities but that the Chief Constable will also review how our police stations which are not open to the public might contribute to community connection.

The PCC is also keen to ensure that the public can play their part in assisting local policing. One way in which the public can do this is by providing the police with local intelligence and we must make sure we have the right systems in place to support them to do this. The plan sets out work that will offer broader opportunities for the public to get involved – including through volunteering roles to support the police.

Many of the problems that impact our communities are complex and require effective partnership working. The PCC's Commissioning Intentions Plan sets out how local bodies such as Community Safety Partnerships and Youth Offending Teams will continue to be financially supported to help meet this Plan. In addition, the PCC intends to do what she can to support the better co-ordination and co-location of local partners to ensure that the most important issues are jointly tackled in an effective way.

Devon and Cornwall Police employs around 5,000 police officers, PCSOs and police staff but by working effectively with the 1.7m residents in our communities as well as our partner organisations we will be even more successful. Policing needs transformative change due to the ways in which both crime and public attitudes regarding customer service, including their preferences on how to contact services like the police, are

changing. By working together and ensuring that the investment of tax payers' money is used to enable policing that is effective and high quality not bureaucratic or disabling.

The national policing vision for 2025 published by the Association of Police and Crime Commissioners and the National Police Chiefs Council in November 2016 recognises that we need to continue to work across borders to sustain many of our services and ensure the protection of the public. We already work in an alliance with Dorset Police and with our policing partners in the South West on a range of specific business areas. Through these arrangements we are able to deliver effective specialisms including forensics, counter-terrorism and support the work of the Regional Organised Crime Unit and National Crime Agency. The governance of policing is becoming more and more complex and national debate continues to centre around a move towards more specialised regional services. The PCC will work with PCCs across the south west to ensure that we get the protection and support we need for our area.

Whilst local connection with communities is the main objective of this Plan it does not cover the full range of the PCC's strategic intentions. The PCC is also committed to a range of actions to prevent crime and has developed a programme of action in these areas alongside the Chief Constable. Central to this is the creation of a ground breaking approach to prevention – intervening early in the offending cycle to change the behaviour of offenders to reduce the chances of them offending again, and investing in early help services for young people and their families and those at risk of offending in the future due to their circumstances.

Devon, Cornwall and the Isles of Scilly have some of the best victim care arrangements in the country. Uniquely, the PCC's victim care unit works with 80 voluntary sector organisations through a Victim Care Network to provide services to victims of crime. Through this Plan the PCC will continue to build on this and will further enhance services to all victims, with a particular focus on victims of sexual offences who typically face the most challenging journey through the criminal justice processes.

Every time a person offends or re-offends they leave in their trail hurt and damaged victims and often have a negative impact on wider feelings of safety, the community and the local economy. Whilst the police are there to bring offenders to justice they are also uniquely placed to play a role in attempting to change the behaviour of offenders and prevent future crime. The PCC and the Chief Constable have established a small project team to establish whether a model of offender management that shares many of the features of the PCC's Victim Care structure could reduce future offending. To this end, the project team are working with a range of partner agencies but most importantly engaging with a wide range of voluntary sector partners across Devon, Cornwall and the Isles of Scilly to see how we might work together to change the behaviour of offenders. The PCC's support for better offender pathways is very focused on the needs of victims and restorative justice. Offenders will need to demonstrate their commitment to changing

Annex 1 – Final Draft Police and Crime Plan 2017-2020

behaviour, if they fail to do so, the PCC expects that they will face the usual consequences of their actions through the criminal justice system.

The PCC is also committed to supporting a greater focus on keeping people safe online and increasing efforts to develop a clearer approach to crimes affecting businesses, in particular focused on how the police and businesses can provide protection against future offending.

A modern police force needs modern technology to be effective. For some years there has been an under investment in technology within Devon and Cornwall Police. The PCC is determined to provide the necessary resources so that frontline officers and staff have the right tools to do their job to the very best of their ability. Under this Plan the PCC and the Chief Constable will also focus on ensuring that the people working within Devon and Cornwall Police are supported and developed and have the right skills and support in place to serve our communities effectively.

Devon and Cornwall Police are already a good force. Through better connection, clear direction and appropriate investment they can be one of the very best police forces in the country.

The full details of the Police and Crime Plan, and the 5 Priorities for the Plan are set out in Section 1. The PCC has set a number of strategic measures and indicators to guide the work under this Plan. These are not performance targets – but will enable the PCC and the public to consider and assess the extent to which the overarching objectives of the Plan are being achieved. These measures are set out in Section 2.

SECTION 1 - The Police and Crime Plan

The focus of this Plan is on how we continue to keep our people safe by improving their connection with policing in the local area.

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 are at risk of abuse and those who are vulnerable. 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 ‘Connecting Communities and Policing’ is the heart of this Plan.

In developing and shaping this Plan there has been consultation with the public and with partners. The Plan recognises and reflects the important issues identified in the Peninsula Strategic Assessment, in particular through Priorities 2, 3 and 4.

Safe, Resilient and Connected Communities

Priority 1: Connecting Communities and Policing

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

Priority 2: Preventing
and deterring crime

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

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

Priority 5: Getting the
best out of the police

Priority 1: Connecting Communities and Policing - The Local Policing Promise

To keep people safe we must strive for a police service that 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 to support ‘policing by consent’ – building trust and confidence that the police will be there to help when they are needed.

The effort and commitment from our communities is important to help us improve policing in Devon, Cornwall and the Isles of Scilly – they are a vital source of intelligence which can help to prevent crime occurring 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 the **Local Policing Promise** the Police and Crime Commissioner and the Chief Constable 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



What is local policing?

The public's perception of what constitutes **local policing** is often their local Neighbourhood Beat Manager or Police Community Support Officer. These individuals are a tremendously important part of the local policing response – working on a day to day basis with their community to keep them safe, tackle crime and problem solve. They are however only a part of the policing response – that is regularly deployed in a local area. Those Neighbourhood Teams sit within a wider team working in the local area. When the public call the police for assistance – most often it is the local Response Team Police Officers who will attend. When a crime or incident needs to be investigated – it will be the police officers and specialist police staff working in Local investigation Teams who will take statements, gather and review evidence and carry out the investigation. Alongside these teams our Roads Policing and Armed Response Teams are working in our local areas – dealing with road offences, road traffic accidents, crimes and incidents where weapons are involved and providing additional response support on other crimes and demands.



In delivering the Local Policing Promise, in particular the Promise regarding 'Responsiveness' we need to ensure that we think about all of these people, not just our Neighbourhood Teams.

Local Policing that 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 also plays an important role in building the public's trust and confidence in the police.

- *Improving public confidence in contacting the police to report crime and use the 101 service, and expanding the ways that the public can report issues remotely to the police. We will continue to improve waiting times for the 101 non emergency service and will invest in technology and staff to support the 101 service. Other routes of*

communication also require clear and common standards of response – so the public know what to expect.

- **By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force wide service standards for the 101 non emergency service, answering 999 calls, online contacts and correspondence. Performance against these service standards will be published regularly so the public can see how well the force are performing.**
- **The Chief Constable will provide a range of ‘remote’ contact options to reflect the differing needs and preferences of the public and to ensure that people can report crime or incidents easily.**
- **The PCC will support appropriate investment in building a range of online channels.**
- *Providing more opportunities for the public to contact local police teams, including face to face opportunities.* The PCC and the Chief Constable will work together to provide more opportunities for the public to contact and engage with the police locally. The precise nature of these opportunities will vary and it is for local commanders and their teams to work out the right mix of activities and opportunities within the local area – taking into account the local needs of the communities they serve.
 - **By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force service standards for police sectors designed to ensure strong levels of local contact, including face to face engagement and interaction. These standards will set a service minimum for public contact. Performance against these service standards will be published regularly so the public can see how well the force are performing.**
- *Working closely with local councillors – who play a key role in connecting with their communities* The PCC and Chief Constable believe that local councillors have a key role to play in keeping their communities safe and in helping to connect the public and policing in the local area. Councillors across the peninsula have indicated to the PCC that they would like to play a greater role in working with the local police – such interactions are already in place in some council areas – through Police Liaison Councillors but there is a desire to expand and strengthen that approach.
 - **The PCC will explore establishing a PCC Councillor Advocate Scheme whereby nominated councillors can provide a formal feedback route to the police on behalf of their community. In addition, these advocates will also take back matters to their own councils on behalf of the police.**
- *Our physical presence in local areas.* The PCC and the Chief Constable will work together to retain a broad footprint for the police estate. Police stations and offices are not the primary means by which the public engage with the police although they can play a part in connecting the community to the police. Their primary purpose is to provide a useful touch-down point for police officers and staff – to carry out police business – and in doing so they support local connectivity by helping to avoid time

being spent commuting to stations to complete tasks. The operational needs of the police estate continue to change over time – as crime and wider demand alters and as we move towards more flexible working assisted by technology and the roll-out of mobile devices to officers across the force. We must recognise this and work with it – keeping underutilised or unnecessary physical buildings will tie up capital and revenue funds which we can spend in other ways. But with a view to retaining a broad footprint across the two counties and the Isles of Scilly.

- **Going forward when a police station is vacated we will seek to provide an alternative base within that locality.**
 - **In addition the PCC and the Chief Constable will look at ways to widen the police footprint in local areas to improve community liaison and connectivity – including through the Citizens in Policing Programme, co-location with partners and community access points and will pilot options in the second half of 2017.**
- *Improving the PCC's understanding of local concerns.* The PCC is the elected representative for policing in Devon, Cornwall and the Isles of Scilly and it is important that the PCC understands the public's views and concerns around policing across Devon, Cornwall and the Isles of Scilly. As the largest policing area in England – there is much ground to cover – and views and concerns vary depending on peoples location, experiences and circumstances. The PCC will take steps to improve access to her and her team, to make it easier for the public to give their views on policing.
 - **The PCC will establish a network of OPCC link officers to help local communities raise issues with the PCC and improve the PCC's understanding of local issues**
 - **The PCC will explore (in consultation with the Chief Constable) the establishment of a PCC Young Persons Advocate Scheme in local areas – to improve understanding of their views on policing at the local level.**

Local Policing that isResponsive

This section of the Local Policing Promise focuses on ensuring that the police will be there when they are needed and that they are responsive to the matter at hand. It is important the police are there when needed, that they understand and respond to issues and that they provide feedback and updates to people who report crime and to victims and witnesses.

- *Enhancing and increasing police resources at the local level.* The PCC and the Chief Constable will work together over the lifetime of this Plan to maximise the level of funds available to support local policing.
 - **The Chief Constable will continue to review the deployment of officers in non operational roles and investigations across the police service – drawing upon police staff expertise to maximise deployment of officers into roles where sworn powers are required.**

- **The PCC and the Chief Constable will champion the development of volunteering in local policing – to help local people play an active role in keeping their community safe.**
- **The PCC will continue to support investments in technology such as mobile data – to increase opportunities for police officers to stay out and about in local areas and reduce bureaucracy.**
- *Speed of attendance at emergency incidents.* When people contact the police in an emergency situation (most usually via 999) we need to ensure that we get there quickly. In a geographic area as large and diverse as ours this can be challenging – in particular during the summer months when there is greater pressure on our roads network. Generally the speed of response across Devon, Cornwall and the Isles of Scilly is good but the PCC and Chief Constable will work together to ensure that we have a timely response to emergency calls for service.
 - **By September 2017, the PCC will carry out a review of immediate response times across the force area to understand where challenges exist and what, if any, action might be needed.**
 - **Following that review the Chief Constable will (in consultation with the PCC) publish force service standards and will report publicly on performance against those standards.**
- *Providing regular feedback when people raise issues.* People contact the police for a variety of reasons. They may be reporting a crime or an incident, providing what they hope is useful information or intelligence or may be seeking an update on a matter they have raised previously. When people contact the police - it is important that we follow up on that contact – providing appropriate updates and feedback on the matter. Continued contact and feedback is hugely important for victims– but also for people who witness or observe actions and contact the police about them. The public are our eyes and ears - by improving how we provide feedback to them we can try to ensure that they realise the importance of what they do and that they continue to report.
 - **By the end of March 2017 the Chief Constable will publish (in consultation with the PCC) force wide service standards on feedback for: people reporting crimes and incidents, people providing intelligence, victims and witnesses.**
 - **The PCC and Chief Constable have agreed to implement an online ‘Track My Crime’ service for victims by the end of 2017.**
- *Working to identify and support all communities across the peninsula and to understand their issues.* The PCC will meet regularly with the people of Devon, Cornwall and the Isles of Scilly, including diverse community groups, to ensure that the PCC understands their views on policing and to identify opportunities to work together.
 - **The Chief Constable will support the introduction of a third party reporting scheme across the police area, building on the successful 2015/16 pilot in Plymouth.**

- **The Chief Constable will put in place (in consultation with the PCC) and publish a ‘Connectivity Plan’ setting out how he intends to engage with the public to understand their views on policing issues.**
- *Keeping our local areas safe from national threats.* The PCC and the Chief Constable will work together to continue to tackle extremism and to deliver the Strategic Policing Requirement – recognising the pivotal role that local policing plays in prevention. The Strategic Policing Requirement is set nationally by the Home Secretary and relates to national policing threats that are of such importance, risk or scale that a police force working on its own cannot address the threats by itself. Under the Strategic Policing Requirement forces are required to provide key services and resource thresholds and to work together to address identified national priority areas.
 - **The Chief Constable will have regard to the Strategic Policing Requirement in delivering policing across Devon, Cornwall and the Isles of Scilly.**
 - **The PCC will take full account of the Strategic Policing Requirement and will keep the Police and Crime Plan under review in light of any changes made to the Strategic Policing Requirement by the Home Secretary.**
 - **The PCC and the Chief Constable will actively support partnership groups, including Community Safety Partnerships and local authorities in preventing terrorism and the threat from domestic extremism and the radicalisation of vulnerable people.**

Local Policing that is.....Informative

Policing is inevitably complex. 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 the exploitation of vulnerable people as well as the growth in online crime as the world has become increasingly digital and interconnected. It is important that we take time – at the local level and across the whole of Devon, Cornwall and the Isles of Scilly to ensure that we keep the public informed about what the police do and how well they are performing. We must also work with our partners to ensure that the public get a clear picture of our respective responsibilities on complex multi agency issues such as parking, anti-social behaviour and mental health.

- *Keeping you better informed on policing issues – locally and across the policing area.* The PCC and the Chief Constable will work together to provide clear and regular information to the public about the full range of policing activity in Devon, Cornwall and the Isles of Scilly as well as activity in local areas. This will include information about police activity on matters that are not traditionally seen as the role of the police – such as our work on floods and emergency planning, mental health and community resilience.
 - **By March 2017, the Chief Constable will set (in consultation with the PCC) public information standards. The standards will cover the provision of information centrally and locally on the following:**

- **Policing priorities including domestic abuse, sexual offences, hate crime and exploitation**
 - **Updates on broader crime issues**
 - **Police performance and crime data**
 - **The police – centrally and locally – will make full use of the opportunities presented by technology and the internet to build a clear online presence in local areas.**
- *Removing confusion about respective roles of police, local authorities and other partners.* The police work regularly and productively with partners across Devon, Cornwall and the Isles of Scilly to keep our communities safe and resolve problems at the local level. In doing so, the respective roles, responsibilities and actions of those organisations can be difficult to separate from the point of view of the public. This can sometimes lead to confusion, and frustration about the kind of response that can be expected from each partner. The PCC wishes to work with the Chief Constable and local partners to increase the public's understanding – providing a clear picture to them about where to go for help. .
 - **The PCC will seek to work with the Chief Constable and partners to remove confusion about the respective roles, responsibilities and actions of the police, local authorities and partners on key issues such as mental health, parking and anti-social behaviour.**
- *Communication and consultation.* **Effectively communicating, and where appropriate consulting, when significant changes are being made to your local policing arrangements.**
- *Helping communities have a stronger voice in community matters.* There are many different decisions and issues that arise within a local community that can have an impact on the public's perceptions of their safety. Local authorities and Community Safety Partnerships play an important role in helping the public within their areas to understand and play an active part in important local debates that may affect them and the safety of their community. Access to data, advice on how to engage with statutory processes and updates on activity all have an important role to play in helping ensure that local communities are able to play an active role in decisions.
 - **The PCC is seeking to work with local authorities and Community Safety Partnerships to support them and to explore ways to help their communities understand wider local issues such as planning and licensing which can have a significant impact on levels of safety within their local community.**

Local Policing that is.....Supportive

It is vital that the PCC and the Chief Constable and their teams work effectively with partners, the public and businesses to identify and resolve issues locally and to prevent crime and harm.

- *Ensuring the OPCC and the police work with your community not in isolation.* The PCC and the Chief Constable are committed to working closely with Community Safety Partnerships, Safeguarding Boards, blue light services, businesses and the voluntary and charitable sectors to support our local communities. The PCC and the Chief Constable will continue to support the development of local community resilience forums and community capacity building, including flood emergencies – helping communities to keep themselves safe.
- *Commissioning.* The PCC will work through, and with, partners including Community Safety Partnerships to commission high quality services to help protect people who are at risk of abuse in our communities and those who are vulnerable. The PCC will actively work with partners in health and local authorities and through Health and Wellbeing Boards and CSPs to jointly assess commissioning needs for services that support vulnerable people and those who are at risk of abuse – in particular people experiencing domestic abuse, sexual offences and exploitation.
 - **The PCC will publish her 2017-2020 PCC Commissioning Intentions Plan by the end of 2016 and establish multi-year funding streams for commissioned services to improve service stability.**
- *Supporting local watch schemes within communities and building their profile with local partners and councillors.* The PCC is hugely supportive of the role that Neighbourhood Watch and other watch schemes such as boat-watch and farm-watch play in keeping our communities safe and secure. New innovations, including the new Neighbourhood Alert system are already being rolled-out which will help watch schemes to keep informed. The PCC wishes to help these schemes to thrive and to ensure they are focused, informed and well equipped to play their part.
 - **The PCC will work with existing watch schemes through 2017 to explore ways to assist them, including**
 - **Making it easier for communities to set up schemes in areas where they have a local need**
 - **Improving communications from the local police and partners on activity in the local area – to ensure the schemes are well informed regarding policing activity in the local area**
 - **Exploring how we can make schemes more impactful within their community**
 - **Supporting investment in core equipment, where a good case can be made**
- *Keeping our roads safe.* The PCC will work with partners and local communities (through Community Speedwatch) to enhance and support the response across Devon, Cornwall and the Isles of Scilly to road safety, including the issue of using a mobile phone whilst driving. The PCC supports the focus on an intelligence led response and the need to focus on changing public attitudes and driver behaviours to deliver a sustainable step-change in this area.

- **The PCC will work with the Peninsula Road Safety Partnership and wider partners during 2017 to explore opportunities for enhanced road safety initiatives – and in particular how we might work together on tackling mobile phone usage whilst driving**
- **The PCC will support Community Speedwatch schemes, throughout the life of this Plan in particular:**
 - **Investing in equipment, training and infrastructure to support schemes**
 - **Looking at ways to enhance the impact of schemes including ways in which further enforcement actions can be taken**
 - **Exploring the extent to which they may be able to assist in a wider response to mobile phone usage whilst driving.**
- *Helping local authorities who wish to make better use of CCTV to keep their communities safe.* High quality and interconnected CCTV systems can play a supportive role in community safety. The provision of such systems is not the responsibility of the PCC or the police, but the PCC recognises that such systems can be of benefit to the police, in particular in terms of aiding the investigation and detection of crime when it occurs. The PCC is fully aware of the challenges that local authorities can face in establishing and maintaining localised CCTV systems – and in particular the challenges associated with capital purchase of equipment and the complexities and costs associated with monitoring CCTV and regulatory compliance, in particular for small councils. The PCC has viewed with interest the arrangements put in place by Cornwall Council – through the establishment in Cornwall Fire and Rescue Service of a centralised monitoring hub and service and considers that the opportunities this presents for local authorities are significant. The PCC has had a series of exploratory discussions with local councils in Devon about the potential demand for a similar centralised monitoring service and considerable interest is present. The PCC wishes to support local authorities to support local authorities – helping to bring them together to explore opportunities as well as providing some contributory capital funding to support the development of interconnected, sustainable hub systems for CCTV monitoring.
 - **The PCC will allocate capital funding of up to £200,000 across the period to 2020 to support local authorities who are seeking to establish high quality and interconnected CCTV systems to support their community**
 - **The PCC will publish a CCTV Investment Strategy by February 2017 – focused on supporting capital investment not revenue costs with a focus on interconnected, high quality and sustainable systems and the development of monitoring hubs which allow local authorities to share resources and enhance efficiency**
- *Working closely with Partners to tackle Anti Social Behaviour.* The PCC recognising the impact that continued, severe and persistent ASB can have on individuals and communities and their feelings of safety. At times these may be hugely complex, long

running issues – which can involve a range of partners working together to try and resolve matters. The respective roles, responsibilities and actions of those involved in tackling anti social behaviour are not always clear to the public which can create confusion (and the PCC is undertaking above to work with partners to provide greater clarity in this area). There is a complex – and often changing - network of powers and legislative tools that are potentially available to the police and partners to try to resolve anti social behaviour.

- **The Chief Constable and the police will continue to play an active role through Community Safety Partnerships and their work with partners in trying to resolve continued, severe and persistent anti social behaviour**
 - **The PCC will review existing support services for victims of continued, severe and persistent antisocial behaviour**
- *Playing a supportive role in keeping our night time economy areas safe.* Many of our towns and cities across Devon, Cornwall and the Isles of Scilly benefit from having vibrant, popular night time economies – all year round or during our busy tourist season. These night time economies bring visitors to our counties and support our local economies and are a welcome contribution to our mixed economy but they do bring challenges for policing and community safety. It is a fact that excessive consumption of alcohol can make people more vulnerable to becoming victims of crime and that it can also make people more likely to commit crime – in particular crimes linked to violence, criminal damage and public order. The impact of alcohol on safety within our communities is well recognised within the Peninsula Strategic Assessment and the PCC and the Chief Constable are committed to working closely with partners across the area on this important issue. The police and partners across our counties have worked together for many years to manage these risks and they do so very well – although this comes at a cost. Businesses are now taking a much more active role in managing their local night time economy and promoting responsible drinking – which is a hugely positive development. The PCC and Chief Constable are particularly concerned about the extent to which people who have consumed too much alcohol can become victims of crime – in particular sexual offences.
 - **The Chief Constable will continue to work in partnership with local authorities, businesses, health and other agencies to protect the public and those working in the night time economy.**
 - **The Chief Constable will support licensing activities across Devon, Cornwall and the Isles of Scilly to tackle irresponsible licensing practices and help keep our communities safe**
 - **The PCC will work with local authorities across Devon and Cornwall to support their local alcohol strategies and initiatives. In particular:**
 - **Championing schemes which help to reduce crime and harm in our towns and cities linked to alcohol, such as Best Bar None and street pastors**

- **Supporting help zone schemes and the roll-out of the Drinkaware Crew scheme (piloted in Devon and Cornwall) in our university towns and cities and others areas where a need is demonstrated**
- **Endorsing late night levy proposals from local councils and guarantee to recycle collected funds to support local initiatives linked to reducing harm in the night time economy**

Priority 2: Preventing and deterring crime

The best way to keep people safe is to focus on prevention so that we can stop people from becoming victims of crime 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 PCC'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. Local policing teams play an essential role in preventing and deterring crime and the enhanced focus on better connecting communities and policing in Priority 1 of this plan will support our work to help prevent and deter crime. In particular the PCC and the Chief Constable will work with Local Criminal Justice Board partners and others 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 approach to Prevention

The PCC and the Chief Constable are fully committed to taking a preventative approach that is focused on 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 particular children and young people in the future due to their circumstances, past experiences or mental ill health. The PCC and Chief Constable will work together with partners to scope the development of a comprehensive package of early help to prevent future offending with a focus on working with children and young people, families who are identified as at risk and those with complex needs such as mental ill health and
- ❖ *Deterring future crime.* The PCC and the Chief Constable are committed to taking a partnership and multi agency approach and to targeting more resources to working with offenders to stop them from offending again. The PCC and the Chief Constable will also support the prison service in its efforts to deliver appropriate rehabilitation to offenders serving a custodial sentence. We will target more resources at first time entrants to CJS and those at the early stages of their criminal pathway by launching a new Offender Diversion Service
- ❖ *Greater intervention with people who regularly commit crime* – 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 PCC expects the Chief Constable to ensure that prevention of crime and harm is at the forefront of policing activity and that these three elements form the bedrock of our approach to prevention and are embedded across the entire police service over the next 3 years.
 - **By March 2017 the Chief Constable will set a Prevention Strategy detailing the force's approach to prevention and how it will be delivered across the organisation and through the Alliance with Dorset.**
 - **The PCC will work with health and local authority partners across Devon, Cornwall and the Isles of Scilly to consider how we can develop an integrated commissioning model for offenders which identifies gaps in existing services which could help reduce reoffending risks, reduce duplication and enable the commissioning of additional services where needed – reporting by September 2017 to inform the development of early help packages.**

Delayed Charging and Diversion

It is widely accepted that an entirely punitive criminal justice process does not encourage long term societal change. Whilst the impact of a crime cannot be ignored, we want to invest in activity that can help us to change the behaviour of criminals at an early stage - to prevent further offending. The PCC and the Chief Constable are seeking to develop a Delayed Charging and Diversion Scheme which offers some offenders (subject to strict eligibility criteria) the opportunity to undertake victim-led reparation, including the potential for restorative solutions, as well as an agreed programme of rehabilitative work during a four month period. The rehabilitative work could, for example, include elements of drugs and alcohol work delivered by existing services, co-ordinated by trained scheme facilitators. Successful completion of the programme of work would enable the offender to avoid criminal charge. Evidence indicates that the opportunities provided by the scheme can be the watershed which allows the offender to improve their life chances, reducing their negative impact on society and over utilisation of local services.

- **By April 2017 the PCC and the Chief Constable will launch a new 2 year pilot Delayed Charge and Diversion Scheme – creating an alternative pathway through which an offender (victim led and subject to strict eligibility criteria) can enter into a contract with the police to address the underlying causes of offending (such as addiction or mental ill health). Successful completion of that contract would provide an alternative to facing a criminal charge. The pilot will run for two years and will be evaluated by the University of Cambridge.**

Rehabilitation of offenders

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 PCC 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.

The PCC will work closely with the National Probation Service and the Community Rehabilitation Company to improve our shared understanding of people who offend and to seek all opportunities to deliver greater local flexibility in the services they provide to reduce reoffending and to improve the quality and effectiveness of their interventions - and push for changes to the system where they are needed to deliver the required change

Improving Online Safety

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 will play a unifying role in helping to focus activity so we can deliver a clear and unified response.

The PCC and the Chief Constable will continue to work actively with CSPs, trading standards, the Safer Internet Centre UK, industry and national bodies, and regional and local partners to raise awareness of online crime and to improve prevention and investigation efforts. It is particularly important that we support vulnerable people and help them to protect themselves and avoid becoming online victims of sexual offences, harassment, fraud and bullying. We must also work hard to disrupt and detect people who seek to commit these crimes.

- **The prevention of online crime will be a core theme within the Chief Constable's Prevention Strategy which will be published in March 2017.**
- **The PCC will work with the banking and technology sectors, Action Fraud and local partners to raise public awareness on how to keep safe online, including**
 - a. **Building on our existing Fraud Volunteer Programme**
 - b. **Piloting a cyber cafes scheme focused on raising awareness of key threats and self help options**
- **The PCC will work with PCCs nationally and others to push for improvements to the current Action Fraud arrangements to improve the service victims (individuals and businesses) receive when they report online fraud.**

Working with Business to Tackle and Prevent Crime

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 in Autumn 2017.

The PCC recognises that businesses, as well as individuals, can be the victims of crime and will commission support for businesses who are victims of crime through the Victim Care Network. The PCC intends to work with the Devon and Cornwall Business Council and other key partners to gather their views on policing and identify opportunities where we can work better together.

- **The PCC will publish a Business Crime Strategy by Autumn 2017 setting out:**
 - **An assessment of the scope and scale of business crime,**
 - **ways to improve reporting within the business community**
 - **identifying vulnerability in businesses – in particular vulnerability to violence;**
 - **the role of business in prevention**
 - **how businesses can support wider community safety initiatives.**

Priority 3: Protecting people who are at risk of abuse or who are vulnerable

Work under this Priority links directly to activity being taken forward under other Priorities within this Plan – from the Local Policing Promise (Priority 1), through our focus on reducing reoffending levels and preventing crime (Priority 2) to the creation of an end to end Victim Strategy and delivery of support to vulnerable victims of crimes through the Victim Care Network (Priority 4).

Through the Police and Crime Plan, the PCC will continue to prioritise the protection from harm of people who are at risk of abuse or 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 PCC 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.

We must act decisively to tackle crimes such as domestic abuse, sexual violence, child abuse, abuse of the elderly, grooming, exploitation, modern slavery and hate crime. We need to support victims to get help and justice and take action against those who offend. The under-reporting of crime in areas such as domestic abuse, modern slavery, sexual offences, hate crime and exploitation of the vulnerable remains a significant concern. The trauma suffered by victims of such crime is considerable and we must ensure we support them and encourage them to come forward, to us or to third parties. We also need to ensure that victims know that they will get the help and support they need to

recover and that we are committed to making the criminal justice system work better for them. and to helping them to get justice.

Preventing harm to vulnerable people is a core part of our work under the Police and Crime Plan. The PCC and the Chief Constable will work with partners to engage with people who might be at risk of abuse or considered vulnerable 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 PCC will provide funding to support the running of these events.

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. As part of this partnership approach the PCC 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 PCC 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 and will campaign locally and nationally for additional investment in mental health services for adults and children. The PCC's 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

- **The PCC expects the Chief Constable to continue to prioritise the protection of people who are at risk of abuse or who are vulnerable – working closely with local authorities and the voluntary and charitable sectors:**
 - **ensuring that all front line officers and staff receive the necessary support and training to identify vulnerability, record victim needs accurately and to act accordingly, including referring to other agencies as and when appropriate.**
 - **focusing increasingly on prevention – supporting people who are vulnerable or who may be at risk of abuse and helping them to prevent them becoming victims of serious crimes like fraud, scams, grooming and exploitation**
 - **actively working alongside partner agencies to identify and protect people who are at risk of abuse or who may be vulnerable, in particular through enhanced data and intelligence sharing, better use of**

technology, streamlining internal processes and by moving towards co-located hubs and integrated joint teams, committing where appropriate to integrated pooled budgets with partners to make best possible use of available funding

- **The PCC will continue to provide financial support to work to protect people at risk of abuse and those who are vulnerable through:**
 - a. **Commissioning services and supporting the work of partners to protect vulnerable people through the PCC's Commissioning Intentions Plan 2016-2020**
 - b. **Funding a series of blue light days across Devon, Cornwall and the Isles of Scilly to support wider partnership activity to engage with and protect people with learning disabilities from harm**
- **The PCC and the Chief Constable will continue to encourage greater reporting of crimes such as domestic abuse, modern slavery, sexual offences and hate crime**
 - **raising awareness of these crimes – to help empower victims and reassure them they are not alone**
 - **expanding existing initiatives which allow victims to report crimes without contacting the police directly**
 - **improving processes and support systems which may deter victims from coming forward**
 - **working with local partners in communities to reduce tolerance of hate crime and other under-reported personal crimes and encourage witnesses in the wider community to report**
 - **encouraging system changes in the criminal justice system to focus on the needs of victims and witnesses rather than the processes –to encourage victims to come forward and seek justice**
 - **demonstrating through our approach to tackling offenders, that this issue is taken seriously**
- **The PCC will campaign locally and nationally for additional investment from health partners in mental health services for adults and children with a focus on early help and intervention 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**
- **The PCC and Chief Constable will work with partners in the public and private sector, to reduce the number of vulnerable missing people, in particular, children across Devon, Cornwall and the Isles of Scilly and to ensure we are providing the help, protection and support needed when people go missing**

- **Ensuring a common and clear understanding of the issue, and drivers for people, in particular children who go missing and the support services, prevention and help needed for vulnerable people**
 - **Developing and implementing a strategy to reduce the levels of vulnerable missing children and adults**
 - **Delivering high quality support, protection and help to missing people and their families.**
 - **Continuing to support the work of local safeguarding arrangements to deliver strong oversight and scrutiny of services to protect children and adults who are at risk of abuse in our communities or who may be vulnerable**
- **The PCC and Chief Constable will work together, and with partners, over 2017 to deter and prevent 'revenge porn', the viewing and transfer of sexual images and 'sext-ing' by young people to young people which can potentially lead to their exploitation – developing a shared programme of activity to highlight and address this growing risk.**
 - **The PCC and the Chief Constable will lead nationally in the delivery of an effective national response to tackling modern slavery – through the establishment of a Home Office Funded unit to build evidence analytical capabilities and spread best practice**

Priority 4: Supporting victims/witnesses and helping victims to get justice

Victims must be at the heart of everything that we do. Through this Plan the PCC and the Chief Constable 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.

Too often, the criminal justice system is too slow and unsupportive of the needs of victims and witnesses. The PCC and Chief Constable will implement 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 the person is put before the process.

Overarching victim strategy

The PCC and Chief Constable will work together and with victims, local partners, service providers and local police officers and police staff to develop a joint Victim Strategy, setting out how we will deliver an end to end wrap around support service for victims of crime. The Victim Strategy will focus on:

- Providing a high quality, caring and timely service to all victims of crime – putting the person before the process at all times (including launch of the online Track my Crime service by the end of 2017)

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- Reducing levels of repeat victimisation – protecting victims from further trauma and helping them to recover
 - Improving our approach to Restorative Justice
 - Jointly with partners, help develop a responsive and supportive victim focused criminal justice system
 - Actively promote the Victim Care Unit to frontline officers and externally
- **The PCC and Chief Constable will publish a joint Victim Strategy by September 2017. The Strategy will be informed by discussions with victims, local partners, service providers and local police officers and police staff.**

An effective criminal justice system that works for victims

We must ensure that the criminal justice system works effectively for all victims of crime. The PCC and the Chief Constable are particularly concerned about the extent to which the current system supports victims of sexual offences, in particular the length of time taken for a case to move forward can be considerable – and can further traumatise victims. The PCC and the Chief Constable will work with criminal justice partners across the South West to carry out a full review of the treatment of victims of sexual offences within the criminal justice system, to identify ways to improve the experience of victims and witnesses. The findings of the review will inform future work through to 2020. The review will examine existing arrangements, academia and best practice and explore opportunities to

- Make it easier for victims to report crime
 - Ensure victims are treated with compassion
 - Jointly commission the best possible services to support victims to help them overcome their trauma
 - Improve victim access to support at all parts of the criminal justice process
 - Identify where existing processes and procedures impact adversely on victims and make changes
 - Capitalise on the opportunity that technology provides to improve services to victims
 - Improve the timeliness of the process – reducing the average time it takes to move from ‘report to court’
- **Reporting by the end of 2017/18, the PCC and the Chief Constable will work with criminal justice partners across the South West to carry out a full review of the treatment of victims of sexual offences within the criminal justice system, to identify ways to improve the experience of victims and witnesses. The findings of the review will inform future work through to 2020.**
 - **The PCC and the Chief Constable will work with the Crown Prosecution Service to deliver an increase in prosecution resources for sexual offence cases in Devon, Cornwall and the Isles of Scilly by the end of 2017/18 in**

order to improve the speed and quality of the service that victims of sexual offences receive by reducing the time that victims have to wait for the case to come to court

A Victim Led Approach to Restorative Justice

The establishment and embedding of a new victim led restorative justice process is a key feature of work under this priority. 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 new Restorative Justice operating model and system must

- Identify local needs and commission appropriate services to deliver RJ – working with the voluntary and charitable sectors as well as statutory partners
- Establish required capacity, systems and processes within the police service to meet the demands of victims for restorative justice services
- Be fully embedded within policing culture and be well understood throughout the police service
- **The PCC will work with the Chief Constable and local partners to launch, establish and embed a new victim led Restorative Justice process in Devon, Cornwall and the Isles of Scilly by the end of 2017.**

Victim Care in Devon, Cornwall and the Isles of Scilly

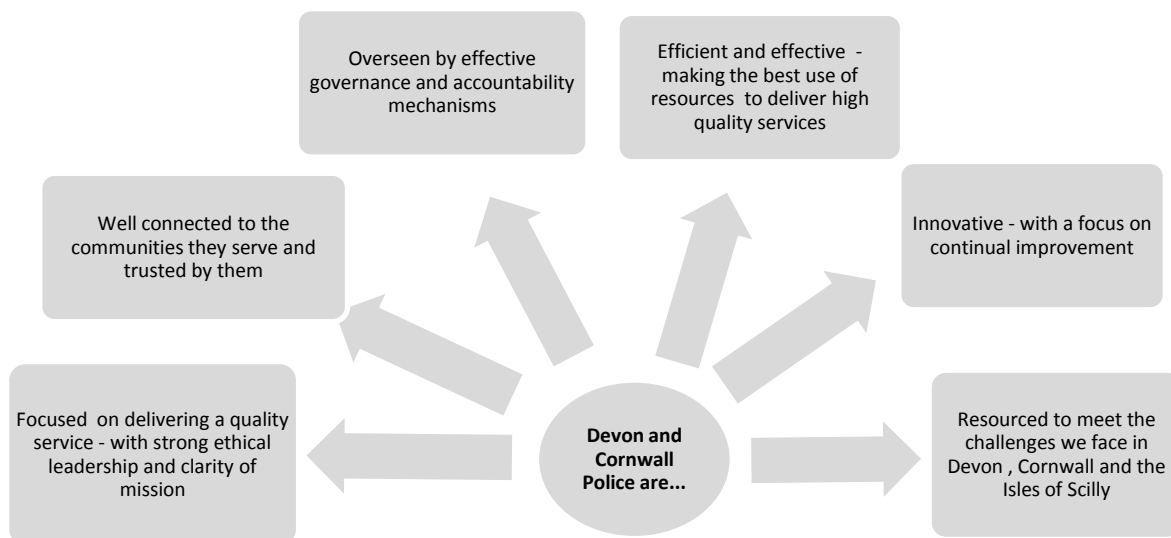
The PCC will expand and enhance existing victim care services through the Victim Care Unit:

- Supporting the current independent academic evaluation of the Victim Care Unit and working with the Chief Constable to implement its findings
- Continuing to fund and develop the delivery of a comprehensive network of victim care services across Devon, Cornwall and the Isles of Scilly via the Victim Care Unit
- Reviewing regularly the range of support services available through the Victim Care Network and commissioning additional services to fill gaps as identified
- **The PCC will commission additional victim services in the following areas to meet growing needs:**
 - **A new specialist service for young victims of crime across Devon, Cornwall and the Isles of Scilly to provide counselling and support to a wider range of victims in areas including abuse, exploitation, assault, bullying and harassment**
 - **Expand availability of access to therapeutic support and counselling for adult victims of domestic abuse, sexual offences, and exploitation**
- **The PCC will lobby and campaign locally and nationally for health partners to provide timely therapeutic mental health services such as counselling for victims of serious crimes to help them recover from trauma**

- **The PCC will work with the PCC for Dorset and the two Chief Constables to explore the opportunities to enhance victim and witness care which may be provided through our Strategic Alliance– identifying areas for collaboration and improvement.**

Priority 5: Getting the best out of the police

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 PCC 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. In order to get the best out of the police we must ensure that



There is already much good work going on in, which will continue. To support delivery of this Priority action has been focused in 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:

- **The PCC will work nationally and locally for changes to the police funding formula so it better reflects the demands faced by Devon, Cornwall and the Isles of Scilly**
 - **Contributing to the Home Office review of the funding formula throughout 2016/17**

- **Building a strong evidence base on the impact of rurality and tourism on policing demand due to their significant impact on policing services and costs within Devon, Cornwall and Isles of Scilly**
- **Working with local MPs, local partners and other PCCs to make the strongest case possible for Ministers.**

- **The Chief Constable will maximise efficiency in policing**
 - **Designing and delivering a new police operating model that supports delivery of the Priorities in the Plan and the wellbeing of our people**
 - **Reviewing the balance between police officers and police staff across the organisation ensuring that police officers are only deployed into roles requiring their operational expertise/powers so we can maximise front line police resources**
 - **Driving out savings from efficiency reforms and maximise the value of physical assets and collaborative procurement**
 - **Delivering a high standard of contract management across all areas of business**

- **The PCC and the Chief Constable will support investment in technology to transform service delivery within Devon, Cornwall and the Isles of Scilly, including:**
 - **Completing the roll out of mobile data devices so that officers are able to carry out key tasks in their communities rather than in an office officers do not need to return to stations and expand the range of tasks that can be performed remotely**
 - **Converging our ICT systems with Dorset, where appropriate, to support the operation of the Strategic Alliance to release efficiencies and improve the quality of service provided to the public, including the development of a common approach to command, control and public contact**
 - **Adopting cloud based computing services, where appropriate, to help us collaborate and share data with other agencies and to enable flexible working**
 - **Delivering a new shared emergency services mobile communications system – to support joint working with fire and ambulance services**

- **The PCC will revise the Estates Strategy in early 2017, informed by the Chief Constable's operational requirements and connectivity – whilst having regard to the importance of maximising commercial opportunities from surplus parts of the estate**

- **The PCC will invest reserve funds to maximise resources to the front line**

- **The PCC and the Chief Constable will work with PCCs and Chief Constables across the South West to ensure strong governance of regional and multi force**

services and projects including the regional organised crime unit, regional forensics service and regional procurement to ensure that these services are delivering appropriate services to Devon, Cornwall and the Isles of Scilly.

People

The PCC 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:

- **The PCC will deliver changes to the way in which complaints against the police service are handled**
 - **Utilising expected new powers in the Policing and Crime Bill to re-shape the complaints process to make it more responsive to the needs of the public**
 - **Working with the Chief Constable to explore opportunities to improve the timeliness of investigations against individual officers to help resolve complaints promptly.**
- **The Chief Constable will :**
 - **Support the police workforce through effective wellness programmes, management structures and the provision of high quality training, facilities and equipment to ensure officers and staff are properly equipped to face the challenges of policing**
 - **Deliver changes in how the police service approaches volunteering - providing the right services, support and structures to encourage people to volunteer and to remain as volunteers and exploring ways in which limited police powers can be designated to volunteers to boost their effectiveness**
 - **Embrace opportunities to broaden the skills pool within the police service– utilising opportunities such as secondments, enhanced training and apprenticeships as well as volunteering**
 - **Deal fairly, efficiently and transparently with matters of professional standards and conduct - setting high standards of behaviour, supporting police officers and staff to meet those standards and taking timely action where standards fall short of what is expected to resolve the matter and promote organisation learning.**
- **The PCC will work with the Chief Constable to actively explore ways to increase the proportion of non-location specific roles within the force and to examine how to increase the proportion of units and roles that are based in Cornwall to aid recruitment and help us reflect the broad communities that we serve across Devon, Cornwall and the Isles of Scilly.**

Productive partnerships

Through this Plan the PCC and the Chief Constable will support and grow our partnerships – exploring all opportunities to keep the public safe within our communities

and improve our efficiency and effectiveness. Partnership activity and collaboration sits at the heart of Priority 1 under this Plan – in terms of the supportive role that the PCC and the Chief Constable will look to play in local communities.

The PCC and the Chief Constable are 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 if financially and operationally viable.

- **The PCC and the Chief Constable will continue to work closely with and support a broad range of partnership activities to keep people safe in Devon, Cornwall and the Isles of Scilly, including working with Community Safety Partnerships, Safeguarding Boards, Mental Health Services, and Health and Wellbeing Boards on issues such as vulnerability, violence and the prevention of suicides – championing their work, challenging action and working with them to solve problems, prevent crime and harm and to support victims and their families.**
- **The PCC and the Chief Constable will fully implement our Strategic Alliance with Dorset – putting service improvement and efficiency at the centre of this work and delivering the projected annual savings on full implementation.**
- **The PCC and the Chief Constable will formalise and expand our collaboration programme with local Fire and Rescue Services – seeking deep operational collaboration across the organisations where it provides benefits for our communities. The PCC and Chief Constable will focus on identifying new ways that we can share back office functions to generate savings as well as exploring ways that we can provide better services to the communities we serve and protect people at risk of abuse and those who are vulnerable. A clear plan for blue light collaboration will be in place by September 2017**

Section 2 - Measuring Success Under the Plan

The PCC has set a number of strategic measures and indicators to guide the work under this Plan. These are not performance targets – but will enable the PCC and the public to consider and assess the extent to which the overarching objectives of the Plan are being achieved and to direct future activity. Many of the measures are qualitative in nature and will be assessed through surveying – as they are designed to assess how the levels of connection between communities and policing, prevention of future crime and the experience of victims in Devon, Cornwall and the Isles of Scilly.

The PCC recognises that the provision of clear and transparent information on the performance of the police is important to the public and to partners. It builds confidence and improves awareness - helping them to understand the nature of crime and the work of the police and to raise issues and concerns. In pursuance of the commitment in the Local Policing Promise to ensure policing is ‘informative’ we will be ensuring that clear information on crime levels, surveys and performance against published service standards in areas such as 101 will be made available to the public.

The PCC will also publish an update report every 6 months reporting on progress against the achievement of the actions set out in this Plan – which are collated in Section 4. Alongside these measures the PCC will also take particular regard of HM Inspectors of Constabulary findings and reports on Devon and Cornwall Police.

Overarching assessment of progress on Priority 1

The overarching assessment will be through a localised qualitative survey based on HMIC’s 2016 “Public views on policing” survey. This survey will assess the public’s views on policing in the local area and is based on a national survey commissioned by HM Inspectors of Constabulary in 2016. This will allow us to baseline results in Devon, Cornwall and the Isles of Scilly with national data.

National Baseline: July 2016

Local Baseline: Early 2017

Local Final Assessment: Autumn 2019.

Top Level Strategic Measures

A series of strategic measures will be regularly assessed

- i. Regular qualitative surveying of the public to gain their views on key questions from the baseline survey during the lifetime of the Plan.
 - a. “Overall how well informed do you feel about what the police in your local area are doing?”
 - b. “How confident are you, if at all, that you could easily speak to or access police services in your local area.....”

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- If you (or someone else) needed help in an emergency?
- If you (or someone else) needed help in a non emergency?
- If you (or someone else) wanted to make contact with your local policing team?

c. “In general, how good a job do you think the police are doing?”

- ii. Repeat victimisation overall - percentage of victims of any offence that have reported an offence in previous 12 months.
- iii. Victim experience – new qualitative measure being developed to replace the current victim satisfaction survey
- iv. Repeat offending overall - %age of offenders of any offence that have committed an offence in previous 3 years.
- v. Percentage of 101 non-priority calls answered within 10 mins
- vi. Percentage of 999 emergency calls answered within 10 seconds

Supplementary strategic indicators

A series of supplementary strategic indicators are being put in place to support and inform the PCC’s understanding of progress under the Plan.

- i. Attendance times for immediate calls for service (this will be developed following completion of the attendance times review listed in priority 1 of the Plan)
- ii. Regular qualitative surveying of additional questions in the HMIC survey
 - a. “In the past 12 months how effective, if at all, do you think the police in your local area have been at each of the following.....
 - Tackling ASB
 - Protecting those at greatest risk of harm
 - Reducing crime
 - Investigating offending
 - Preventing offending
 - b. “The police in this area would treat you with respect if you had contact with them for any reason.”
 - c. “The police in this area treat everyone fairly regardless of who they area.”
 - d. “Before this interview were you aware of PCCs?”
- iii. Staff and volunteer wellbeing and engagement (measure on procedural fairness and emotional energy to be developed – drawn from national surveying of police workforce by Durham University).
- iv. Complaints effectiveness –assessing speed and quality of resolution by survey.

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- v. Benefits realisation – focus on technology, alliance, partnerships and estates – measure under development to assess the extent to which the organisation is delivering expected efficiency benefits
- vi. Value for Money – HMIC Profiles
 - officer cost per head population
 - staff cost per head population
- vii. OPCC efficiency measure from the Value for Money Profiles
 - OPCC cost per head population

Section 3 – The Policing Vision 2025 and its linkage to the Police and Crime Plan

This Police and Crime Plan is centred upon setting the police service for the residents of Devon, Cornwall and the Isles of Scilly. The Plan is focussed on the range of needs and priorities of local communities.

However, local policing is one part of the national policing service. Devon and Cornwall Police has responsibilities set out by the home Secretary for its contribution to delivering the Strategic Policing Requirement – the Home Secretary’s assessments of the most serious threats facing the UK.

Alongside this the NPCC and APCC has collectively committed a Policing Vision for the next decade. This sets out broadly the direction that PCCs and CC’s have agreed for the medium term.

Whilst the policing Vision is not a statutory document, it provides a helpful direction to ensure police forces across England and Wales share a collective understanding of the direction the service intends to take for the future.

The Police and Crime Commissioner and Chief Constable both fully support the ambition set within the Policing Vision 2025 and accordingly, this Police and Crime Plan has been prepared with that in mind.



LOCAL POLICING

By 2025 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable. This will be achieved by, amongst other things:

- Ensuring policing is increasingly focused on proactive preventative activity as opposed to reacting to crime once it has occurred.
- Working with our partners to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in; reducing the requirements that these people place on the public sector and policing specifically.
- Adopting a place-based approach with more multi-agency teams or hubs to tackle community issues requiring early intervention across a range of agencies and organisations. Moving beyond single service based practice to “whole place” approach to commissioning preventative services in response to assessments of threat, harm, risk and vulnerability.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

Many of the problems that impact our communities are complex and require effective partnership working. The Police and Crime Plan recognises this and fully supports continuing to develop these partnerships to strengthen the collective response to local issues.

Local bodies such as Community Safety Partnerships and Youth Offending Teams shall continue to be financially supported to meet the goals of this plan. The PCC will support the better co-ordination and co-location of local partners to ensure that the most important issues are jointly tackled in an effective way. 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

SPECIALIST CAPABILITIES

By 2025, to better protect the public, we will enhance our response to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond. This will be achieved by, amongst other things:

- Enhancing and focusing on capability and achieving value for money by exploring a range of models for service delivery – scaling up specialist capabilities and standardising force and individual functions where appropriate.
- Developing the way policing is structured so more specialist services are shared and delivered in the most effective way through national, cross-force or hub structures, while ensuring any pooling does not risk capabilities being drawn to urban areas to the detriment of rural areas. This must be led by local PCCs and chief constables who can provide oversight and accountability, and cannot be imposed from the top down.
- Establishing a common methodology that recognises different threats, geographies and population densities to map resource against demand, by working with partners such as the National Crime Agency and the Security Service as well as recognising the governance arrangements of specialist and non-Home Office forces.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

We will continue to deliver our bold programme of collaboration with Dorset Police and with our policing partners in the South West. Through these arrangements and we are able to deliver effective specialisms including forensics, counter-terrorism and support the work of the Regional Organised Crime Unit and National Crime Agency in line with our responsibilities to the Strategic Policing Requirement . The governance of policing is becoming more and more complex and I will ensure that we get the protection and support we need for our area.

WORK FORCE

By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements. This will be achieved by, amongst other things:

- Continuing work to build a culture which values difference, openness and transparency, underpinned by the shared values and behaviours set out in the Code of Ethics.
- Setting clear and consistent requirements for entry into policing and for accreditation to defined ranks and roles in the service.
- Building an evidence base on staff wellbeing, procedural justice and maximising discretionary contribution so that those who work in policing can be supported and valued through change.
- Creating further opportunities for members of the community to volunteer (or take apprenticeships) within the service.
- Implementing the College of Policing leadership review to equip leaders of the future with the skills and knowledge to succeed, and exploring opportunities to achieve efficiency and broaden leadership experience and perspective through integrating leadership development within and outside of the public sector.
- Supporting the workforce through change so that they feel valued and retain their commitment and sense of vocation while adapting to meet the new challenges.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

The Commissioner will support 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, ensuring that we have the

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right systems in place to support the police workforce and supporting investments to support volunteering in the policing family.

The PCC will improve the police complaints system by looking to speed up the complaints process and drawing on expected new powers in the Policing and Crime Bill to better meet the expectations of the public.

DIGITAL POLICING

By 2025 digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system. This will be achieved by, amongst other things:

- Using new technology to reach out to individuals who are living more of their lives online and communicate with them digitally. While exploiting this opportunity, it must be balanced with maintaining traditional public contact for parts of the community which may not be digitally enabled.
- Making timely information and intelligence available to operational staff on mobile devices.
- Developing digital investigation and intelligence capabilities to improve our understanding of the digital footprint to counter internet facilitated, cyber enabled and cyber dependent criminality.
- Working with the criminal justice system to ensure connectivity to support the sharing of digital material. This will include working with partners across the criminal justice system to improve the experience of victims.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

The PCC will invest 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.

The PCC and Chief Constable will implement 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 the person is put 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.

ENABLING BUSINESS DELIVERY

The Policing Vision - By 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.

This will be achieved by, amongst other things:

- Working with the Police IT Company to prioritise investment in developing common data standards and encouraging national approaches to technology investment, establishing future capability requirements, realising shared benefits, governance, skills and training requirements.
- Exploring the wider opportunities of working with partner agencies on issues such as the management of offender rehabilitation or improving cohesion and delivery across the criminal justice system.
- Enabling greater joint working between local authorities, emergency services and local police forces, including formal integration of back office functions.
- Delivering savings by undertaking more shared procurement.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

Partnership working in Devon and Cornwall amongst police and local authorities and other services is already strong but this Plan signals further approaches to look at more specialist collaboration opportunities such as changing offender behaviour. To enhance this work we will look to further co-locate with our partners where this is viable.

The PCC and Chief Constable support the Police ICT Company's drive to deliver more efficient and effective IT services to policing by rationalising the vast number of systems in use across England and Wales.

GOVERNANCE AND ACCOUNTABILITY

The Policing Vision – By 2025 there will be clear accountability arrangements to support policing at the local, cross force and national levels.

This will be achieved by, amongst other things:

- Ensuring that PCCs continue to be at the heart of engaging communities in the reform plans so that the public understand and have confidence in any change.
- Ensuring PCCs continue to play an important role in convening and building effective working relationships between the police service, central government, criminal justice and community safety partners.
- Ensuring that, at whatever level, policing services are delivered (whether local, regional or national) they will be accountable for home office forces, or responsive in the case of the broader policing family, to the public through PCCs.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

The PCC has established a Local Policing Promise setting out clearly what the public can expect from local policing. Local people will be able to hold the PCC and the Chief Constable to account against these standards.

The PCC will continue to represent all communities to ensure the police service provides the service they require based upon the resources available. In doing so, the PCC and Chief Constable will ensure Devon and Cornwall Police is well represented nationally and regionally and locally in the receipt of support and co-operation from other agencies.

ANNEX – List of all deliverables and commitments within the Police and Crime Plan 2017-2020

Priority 1: The Local Policing Promise

- By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force wide service standards for the 101 non emergency service, answering 999 calls, online contacts and correspondence. Performance against these service standards will be published regularly so the public can see how well the force are performing.
- The Chief Constable will provide a range of 'remote' contact options to reflect the differing needs and preferences of the public and to ensure that people can report crime or incidents easily.
- The PCC will support appropriate investment in building a range of online channels.
- By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force service standards for police sectors designed to ensure strong levels of local contact, including face to face engagement and interaction. These standards will set a service minimum for public contact. Performance against these service standards will be published regularly so the public can see how well the force are performing.
- The PCC will explore establishing a PCC Councillor Advocate Scheme whereby nominated councillors can provide a formal feedback route to the police on behalf of their community. In addition, these advocates will also take back matters to their own councils on behalf of the police.
- Going forward when a police station is vacated we will seek to provide an alternative base within that locality.
- In addition the PCC and the Chief Constable will look at ways to widen the police footprint in local areas to improve community liaison and connectivity – including through the Citizens in Policing Programme, co-location with partners and community access points and will pilot options in the second half of 2017.
- The PCC will establish a network of OPCC link officers to help local communities raise issues with the PCC and improve the PCC's understanding of local issues
- The PCC will explore (in consultation with the Chief Constable) the establishment of a PCC Young Persons Advocate Scheme in local areas – to improve understanding of their views on policing at the local level.
- The Chief Constable will continue to review the deployment of officers in non operational roles and investigations across the police service – drawing upon police staff expertise to maximise deployment of officers into roles where sworn powers are required.
- The PCC and the Chief Constable will champion the development of volunteering in local policing – to help local people play an active role in keeping their community safe.
- The PCC will continue to support investments in technology such as mobile data – to increase opportunities for police officers to stay out and about in local areas and reduce bureaucracy.
- By September 2017, the PCC will carry out a review of immediate response times across the force area to understand where challenges exist and what, if any, action might be needed.

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- Following that review the Chief Constable will (in consultation with the PCC) publish force service standards on immediate response times and will report publicly on performance against those standards.
- By the end of March 2017 the Chief Constable will publish (in consultation with the PCC) force wide service standards on feedback for: people reporting crimes and incidents, people providing intelligence, victims and witnesses.
- The PCC and Chief Constable have agreed to implement an online 'Track My Crime' service for victims by the end of 2017.
- The Chief Constable will support the introduction of a third party reporting scheme across the police area, building on the successful 2015/16 pilot in Plymouth.
- The Chief Constable will put in place (in consultation with the PCC) and publish a 'Connectivity Plan' setting out how he intends to engage with the public to understand their views on policing issues.
- The Chief Constable will have regard to the Strategic Policing Requirement in delivering policing across Devon, Cornwall and the Isles of Scilly.
- The PCC will take full account of the Strategic Policing Requirement and will keep the Police and Crime Plan under review in light of any changes made to the Strategic Policing Requirement by the Home Secretary.
- The PCC and the Chief Constable will actively support partnership groups, including Community Safety Partnerships and local authorities in preventing terrorism and the threat from domestic extremism and the radicalisation of vulnerable people.
- By March 2017, the Chief Constable will set (in consultation with the PCC) public information standards. The standards will cover the provision of information centrally and locally on the following:
 - Policing priorities including domestic abuse, sexual offences, hate crime and exploitation
 - Updates on broader crime issues
 - Police performance and crime data
- The police – centrally and locally – will make full use of the opportunities presented by technology and the internet to build a clear online presence in local areas.
- The PCC will seek to work with the Chief Constable and partners to remove confusion about the respective roles, responsibilities and actions of the police, local authorities and partners on key issues such as mental health, parking and anti-social behaviour.
- Effectively communicating, and where appropriate consulting, when significant changes are being made to your local policing arrangements.
- The PCC is seeking to work with local authorities and Community Safety Partnerships to support them and to explore ways to help their communities understand wider local issues such as planning and licensing which can have a significant impact on levels of safety within their local community.
- The PCC will publish her 2017-2020 PCC Commissioning Intentions Plan by the end of 2016 and establish multi-year funding streams for commissioned services to improve service stability.
- The PCC will work with existing watch schemes through 2017 to explore ways to assist them, including

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- Making it easier for communities to set up schemes in areas where they have a local need
- Improving communications from the local police and partners on activity in the local area – to ensure the schemes are well informed regarding policing activity in the local area
- Exploring how we can make schemes more impactful within their community
- Supporting investment in core equipment, where a good case can be made
- The PCC will work with the Peninsula Road Safety Partnership and wider partners during 2017 to explore opportunities for enhanced road safety initiatives – and in particular how we might work together on tackling mobile phone usage whilst driving
- The PCC will support Community Speedwatch schemes, throughout the life of this Plan in particular:
 - Investing in equipment, training and infrastructure to support schemes
 - Looking at ways to enhance the impact of schemes including ways in which further enforcement actions can be taken
 - Exploring the extent to which they may be able to assist in a wider response to mobile phone usage whilst driving.
- The PCC will allocate capital funding of up to £200,000 across the period to 2020 to support local authorities who are seeking to establish high quality and interconnected CCTV systems to support their community
- The PCC will publish a CCTV Investment Strategy by February 2017 – focused on supporting capital investment not revenue costs with a focus on interconnected, high quality and sustainable systems and the development of monitoring hubs which allow local authorities to share resources and enhance efficiency
- The Chief Constable and the police will continue to play an active role through Community Safety Partnerships and their work with partners in trying to resolve continued, severe and persistent anti social behaviour
- The PCC will review existing support services for victims of continued, severe and persistent antisocial behaviour
- The Chief Constable will continue to work in partnership with local authorities, businesses, health and other agencies to protect the public and those working in the night time economy.
- The Chief Constable will support licensing activities across Devon, Cornwall and the Isles of Scilly to tackle irresponsible licensing practices and help keep our communities safe
- The PCC will work with local authorities across Devon and Cornwall to support their local alcohol strategies and initiatives. In particular:
 - Championing schemes which help to reduce crime and harm in our towns and cities linked to alcohol, such as Best Bar None and street pastors
 - Supporting help zone schemes and the roll-out of the Drinkaware Crew scheme (piloted in Devon and Cornwall) in our university towns and cities and others areas where a need is demonstrated
 - Endorsing late night levy proposals from local councils and guarantee to recycle collected funds to support local initiatives linked to reducing harm in the night time economy

Priority 2: Preventing and Deterring Crime

- By March 2017 the Chief Constable will set a Prevention Strategy detailing the force's approach to prevention and how it will be delivered across the organisation and through the Alliance with Dorset.
- The PCC will work with health and local authority partners across Devon, Cornwall and the Isles of Scilly to consider how we can develop an integrated commissioning model for offenders which identifies gaps in existing services which could help reduce reoffending risks, reduce duplication and enable the commissioning of additional services where needed – reporting by September 2017 to inform the development of early help packages.
- By April 2017 the PCC and the Chief Constable will launch a new 2 year pilot Delayed Charge and Diversion Scheme – creating an alternative pathway through which an offender (victim led and subject to strict eligibility criteria) can enter into a contract with the police to address the underlying causes of offending (such as addiction or mental ill health). Successful completion of that contract would provide an alternative to facing a criminal charge. The pilot will run for two years and will be evaluated by the University of Cambridge.
- The prevention of online crime will be a core theme within the Chief Constable's Prevention Strategy which will be published in March 2017.
- The PCC will work with the banking and technology sectors, Action Fraud and local partners to raise public awareness on how to keep safe online, including
 - a. Building on our existing Fraud Volunteer Programme
 - b. Piloting a cyber cafes scheme focused on raising awareness of key threats and self help options
- The PCC will work with PCCs nationally and others to push for improvements to the current Action Fraud arrangements to improve the service victims (individuals and businesses) receive when they report online fraud.
- The PCC will publish a Business Crime Strategy by Autumn 2017 setting out:
 - An assessment of the scope and scale of business crime,
 - ways to improve reporting within the business community
 - identifying vulnerability in businesses – in particular vulnerability to violence;
 - the role of business in prevention
 - how businesses can support wider community safety initiatives

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

- The PCC expects the Chief Constable to continue to prioritise the protection of people who are at risk of abuse or who are vulnerable – working closely with local authorities and the voluntary and charitable sectors:
 - ensuring that all front line officers and staff receive the necessary support and training to identify vulnerability, record victim needs accurately and to act accordingly, including referring to other agencies as and when appropriate.
 - focusing increasingly on prevention – supporting people who are vulnerable or who may be at risk of abuse and helping them to prevent them becoming victims of serious crimes like fraud, scams, grooming and exploitation
 - actively working alongside partner agencies to identify and protect people who are at risk of abuse or who may be vulnerable, in particular through enhanced data and intelligence sharing, better use of technology, streamlining internal processes

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and by moving towards co-located hubs and integrated joint teams, committing where appropriate to integrated pooled budgets with partners to make best possible use of available funding

- The PCC will continue to provide financial support to work to protect people at risk of abuse and those who are vulnerable through:
 - a. Commissioning services and supporting the work of partners to protect vulnerable people through the PCC's Commissioning Intentions Plan 2016-2020
 - b. Funding a series of blue light days across Devon, Cornwall and the Isles of Scilly to support wider partnership activity to engage with and protect people with learning disabilities from harm
- The PCC and the Chief Constable will continue to encourage greater reporting of crimes such as domestic abuse, modern slavery, sexual offences and hate crime
 - raising awareness of these crimes – to help empower victims and reassure them they are not alone
 - expanding existing initiatives which allow victims to report crimes without contacting the police directly
 - improving processes and support systems which may deter victims from coming forward
 - working with local partners in communities to reduce tolerance of hate crime and other under-reported personal crimes and encourage witnesses in the wider community to report
 - encouraging system changes in the criminal justice system to focus on the needs of victims and witnesses rather than the processes –to encourage victims to come forward and seek justice
 - demonstrating through our approach to tackling offenders, that this issue is taken seriously
- The PCC will campaign locally and nationally for additional investment from health partners in mental health services for adults and children with a focus on early help and intervention 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
- The PCC and Chief Constable will work with partners in the public and private sector, to reduce the number of vulnerable missing people, in particular, children across Devon, Cornwall and the Isles of Scilly and to ensure we are providing the help, protection and support needed when people go missing
 - Ensuring a common and clear understanding of the issue, and drivers for people, in particular children who go missing and the support services, prevention and help needed for vulnerable people
 - Developing and implementing a strategy to reduce the levels of vulnerable missing children and adults
 - Delivering high quality support, protection and help to missing people and their families.
 - Continuing to support the work of local safeguarding arrangements to deliver strong oversight and scrutiny of services to protect children and adults who are at risk of abuse in our communities or who may be vulnerable

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- The PCC and Chief Constable will work together, and with partners, over 2017 to deter and prevent 'revenge porn', the viewing and transfer of sexual images and 'sext-ing' by young people to young people which can potentially lead to their exploitation – developing a shared programme of activity to highlight and address this growing risk.
- The PCC and the Chief Constable will lead nationally in the delivery of an effective national response to tackling modern slavery – through the establishment of a Home Office Funded unit to build evidence analytical capabilities and spread best practice

Priority 4: Supporting Victims and Witnesses and helping them to get justice

- The PCC and Chief Constable will publish a joint Victim Strategy by September 2017. The Strategy will be informed by discussions with victims, local partners, service providers and local police officers and police staff.
- Reporting by the end of 2017/18, the PCC and the Chief Constable will work with criminal justice partners across the South West to carry out a full review of the treatment of victims of sexual offences within the criminal justice system, to identify ways to improve the experience of victims and witnesses. The findings of the review will inform future work through to 2020.
- The PCC and the Chief Constable will work with the Crown Prosecution Service to deliver an increase in prosecution resources for sexual offence cases in Devon, Cornwall and the Isles of Scilly by the end of 2017/18 in order to improve the speed and quality of the service that victims of sexual offences receive by reducing the time that victims have to wait for the case to come to court
- The PCC will work with the Chief Constable and local partners to launch, establish and embed a new victim led Restorative Justice process in Devon, Cornwall and the Isles of Scilly by the end of 2017.
- The PCC will commission additional victim services in the following areas to meet growing needs:
 - A new specialist service for young victims of crime across Devon, Cornwall and the Isles of Scilly to provide counselling and support to a wider range of victims in areas including abuse, exploitation, assault, bullying and harassment
 - Expand availability of access to therapeutic support and counselling for adult victims of domestic abuse, sexual offences, and exploitation
- The PCC will lobby and campaign locally and nationally for health partners to provide timely therapeutic mental health services such as counselling for victims of serious crimes to help them recover from trauma
- The PCC will work with the PCC for Dorset and the two Chief Constables to explore the opportunities to enhance victim and witness care which may be provided through our Strategic Alliance– identifying areas for collaboration and improvement.

Priority 5: Getting the best out of the police

- The PCC will work nationally and locally for changes to the police funding formula so it better reflects the demands faced by Devon, Cornwall and the Isles of Scilly
 - Contributing to the Home Office review of the funding formula throughout 2016/17
 - Building a strong evidence base on the impact of rurality and tourism on policing demand due to their significant impact on policing services and costs within Devon, Cornwall and Isles of Scilly

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- Working with local MPs, local partners and other PCCs to make the strongest case possible for Ministers.
- The Chief Constable will maximise efficiency in policing
 - Designing and delivering a new police operating model that supports delivery of the Priorities in the Plan and the wellbeing of our people
 - Reviewing the balance between police officers and police staff across the organisation ensuring that police officers are only deployed into roles requiring their operational expertise/powers so we can maximise front line police resources
 - Driving out savings from efficiency reforms and maximise the value of physical assets and collaborative procurement
 - Delivering a high standard of contract management across all areas of business
- The PCC and the Chief Constable will support investment in technology to transform service delivery within Devon, Cornwall and the Isles of Scilly, including:
 - Completing the roll out of mobile data devices so that officers are able to carry out key tasks in their communities rather than in an office officers do not need to return to stations and expand the range of tasks that can be performed remotely
 - Converging our ICT systems with Dorset, where appropriate, to support the operation of the Strategic Alliance to release efficiencies and improve the quality of service provided to the public, including the development of a common approach to command, control and public contact
 - Adopting cloud based computing services, where appropriate, to help us collaborate and share data with other agencies and to enable flexible working
 - Delivering a new shared emergency services mobile communications system – to support joint working with fire and ambulance services
- The PCC will revise the Estates Strategy in early 2017, informed by the Chief Constable's operational requirements and connectivity – whilst having regard to the importance of maximising commercial opportunities from surplus parts of the estate
- The PCC will invest reserve funds to maximise resources to the front line
- The PCC and the Chief Constable will work with PCCs and Chief Constables across the South West to ensure strong governance of regional and multi force services and projects including the regional organised crime unit, regional forensics service and regional procurement to ensure that these services are delivering appropriate services to Devon, Cornwall and the Isles of Scilly.
- The PCC will deliver changes to the way in which complaints against the police service are handled
 - Utilising expected new powers in the Policing and Crime Bill to re-shape the complaints process to make it more responsive to the needs of the public
 - Working with the Chief Constable to explore opportunities to improve the timeliness of investigations against individual officers to help resolve complaints promptly.
- The Chief Constable will :
 - Support the police workforce through effective wellness programmes, management structures and the provision of high quality training, facilities and equipment to ensure officers and staff are properly equipped to face the challenges of policing
 - Deliver changes in how the police service approaches volunteering - providing the right services, support and structures to encourage people to volunteer and to remain

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as volunteers and exploring ways in which limited police powers can be designated to volunteers to boost their effectiveness

- Embrace opportunities to broaden the skills pool within the police service– utilising opportunities such as secondments, enhanced training and apprenticeships as well as volunteering
- Deal fairly, efficiently and transparently with matters of professional standards and conduct - setting high standards of behaviour, supporting police officers and staff to meet those standards and taking timely action where standards fall short of what is expected to resolve the matter and promote organisation learning.
- The PCC will work with the Chief Constable to actively explore ways to increase the proportion of non-location specific roles within the force and to examine how to increase the proportion of units and roles that are based in Cornwall to aid recruitment and help us reflect the broad communities that we serve across Devon, Cornwall and the Isles of Scilly.
- The PCC and the Chief Constable will continue to work closely with and support a broad range of partnership activities to keep people safe in Devon, Cornwall and the Isles of Scilly, including working with Community Safety Partnerships, Safeguarding Boards, Mental Health Services, and Health and Wellbeing Boards on issues such as vulnerability, violence and the prevention of suicides – championing their work, challenging action and working with them to solve problems, prevent crime and harm and to support victims and their families.
- The PCC and the Chief Constable will fully implement our Strategic Alliance with Dorset – putting service improvement and efficiency at the centre of this work and delivering the projected annual savings on full implementation.
- The PCC and the Chief Constable will formalise and expand our collaboration programme with local Fire and Rescue Services – seeking deep operational collaboration across the organisations where it provides benefits for our communities. The PCC and Chief Constable will focus on identifying new ways that we can share back office functions to generate savings as well as exploring ways that we can provide better services to the communities we serve and protect people at risk of abuse and those who are vulnerable. A clear plan for blue light collaboration will be in place by September 2017.