



PCC

Office of the Police
and Crime Commissioner
Devon and Cornwall

Annual report 2017/18



il remain committed
to delivering
Safe, resilient
and connected
communities
through my Police
and Crime Plan.î

Police and Crime Commissioner Alison Hernandez

Foreword by the Police and Crime Commissioner Alison Hernandez



This is my second annual report since taking up office in May 2016 and I am proud to be able to share the achievements of the last year with the residents of Devon, Cornwall and the Isles of Scilly.

I remain committed to delivering "Safe, resilient and connected communities" through my Police and Crime Plan and have made significant strides towards achieving this. But there is still more to do.

This annual report reviews the progress I have made between 1 April 2017 and 31 March 2018 in carrying out my responsibilities as police and crime commissioner (PCC) and overseeing the delivery of my police and crime plan.

My thanks go to all of those who participated in our council tax precept survey. Through your support to policing we have a much more stable financial position for future years. This will enable me to protect more of the services you value in years to come.

As a community we are already seeing the benefits of our collaborative and innovative approaches.

Transparency is at the heart of our work and in January my office was recognised for its continued commitment to operational transparency by CoPaCC, an independent organisation that compares OPCCs across the country on their statutory requirements to be open and transparent.

If we are to truly connect with our communities it is important that those who want to understand our work can find the information they need easily and quickly. To be judged that we are 'very good' is testimony to the hard work that our small team plays in the police family.

Connect to Protect is a theme running across many of our improvements this years – it was never better demonstrated than during the recent harsh winter, where communities showed their resilience and collective willingness to work together to safeguard others.

I am looking forward to the challenges of future years including the exploration of a merged police force with Dorset and working with the chief constable and his team, partner agencies and most importantly you, the community to achieve better outcomes for our area.

A handwritten signature in black ink, appearing to be 'Alison Hernandez', written in a cursive style.

Where Alison has been



Alison visited the Isles of Scilly



Alison had a tour of Exmoor National Park with Rangers



Engaged with rural communities at Holsworthy livestock market



Alison spoke at Mid and East Devon CSP AGM

April



Alison attended Devon County Show



Alison and staff attended Exeter and Plymouth after Manchester attack



Alison and Shaun buried a time capsule for Devon and Cornwall Police's 50th anniversary celebrations



Supported and attended Plymouth Blue Light Day

May

June



Alison attended a public meeting in Exmouth



PCC announces contract for delivery of new restorative justice services to Shekinah and Make Amends



Alison attended the Police Volunteer Awards



Alison met with Alliance Drones team

July



Summer engagement around how people find out information about their local policing team: Q - In the past 12 months how have you tried to find out what the police in your local area are doing? (Received just over 1,300 responses)



Panel approves OPCC executive appointments



Alison becoming a SCAMBassador



Alison attended multi-agency day of action focusing on the driving fatal five

August

September



Alison went to National Crime Agency to check out joint slavery and trafficking analysis centre



Attended End Slavery conference



Alison met with Caroline Mersey Deputy Director at the Home Office prevent and partnerships unit



Launch of the Estate Strategy

October

November



Visited Modern Slavery Unit in Exmouth alongside MP Sarah Newton



Alison spoke to Victim Care Unit networking day



Alison attended and launched the first joint Devon and Cornwall and Dorset Use of Force Scrutiny Panel



Passing out of police staff investigators



Staff spent time with rural specials

December



Alison held a poll asking the public if they were prepared to pay more for policing

January



Alison visits neighbourhood base in Dartmouth



OPCC received Transparency Quality Mark



Alison supported Devon and Cornwall Police adopting Operation Encompass



Attended the NPCC child centred policing conference



Alison visited Cornwall Fire HQ at Tolvaddon with Dorset PCC (although CCTV Investment Strategy published in February 2017)



Held Takeover Challenge Day

February



Supporting and funded sexting campaign



Attended the BPA South West and Wales Diversity conference about how our forces can better reflect the diverse communities we serve



Alison visited staff in Devon and Cornwall after Beast From The East

March



Attended the launch of the Women's Centre Cornwall



Section 2: Our Priorities Local Policing Promise

It is vital that all our communities, no matter how remote or isolated they may be, can contact the police quickly and easily so that the police deliver a response appropriate to their needs. The PCC is committed to overhauling how the public interacts with the police and the different ways they can receive information and updates.

Key highlights

- Cornwall Safer Towns programme has been extended from six to ten towns following a £50,000 investment from the OPCC, allowing more people to benefit from a partnership response to local community safety issues such as antisocial behaviour. In April this year the four existing Safer Towns partnerships were joined by Falmouth, Bodmin, Camborne, Redruth, Liskeard and Saltash.
- A joint connectivity strategy, Connect to Protect contains 10 standards of service the public can expect from our policing teams across Devon and Cornwall. Connect to Protect helps us understand the needs of our diverse communities and keep the public better informed about what the police is doing and what they can do to keep themselves and their communities safe.
- 23 third party reporting centres have opened via partner organisations that have strong links to traditionally hard-to-reach communities, providing an alternative route for people to report crime. As a result, hate crime reports have doubled in Plymouth, enabling police to identify vulnerable victims and put safeguarding measures in place.
- Crime and disorder fell in the areas that have introduced the Best Bar None scheme where pubs and clubs work together and share information to protect customers and communities. Exeter, Plymouth and Torbay Best Bar None schemes scooped national awards for their achievements. The PCC is now supporting the creation of further schemes in new areas in Devon and Cornwall.
- The PCC continues to support street pastors, funding their training to enable Devon and Cornwall's first ever Response Pastor Unit.
- A new improved online reporting tool has made it easier for people to contact the police for key information. Neighbourhood Alert provides a free community messaging system informing the public about crimes and incidents in their area and now has more than 30,000 people registered.



AskNED helps the public with answers to commonly-asked questions.



- AskNED helps the public with answers to commonly-asked questions along with contact details of who can help and includes crime queries website, Ask the Police
- The PCC remains committed to the concept of a late-night levy and its potential to reinvest the money into initiatives to reduce alcohol-related crime and disorder.
- A new Crimestoppers regional manager for Devon has been recruited and has worked closely with volunteers and police to deliver an anti-hate crime campaign in Cornwall, a local CCTV project for Stoke village in Plymouth and a 10-year anniversary Crimestoppers campaign for the murder of Kate Bushell in East Devon.
- The new PCC Councillor Advocate scheme was launched in February 2018 to provide an informal free flow of information between the police, councillors and the PCC on crime and disorder issues affecting the communities they serve – over 60 councillors have already signed up.
- Under the OPCC Link Officer scheme, the public





and partner agencies can contact a member of the OPCC's staff who is the named single point of contact for their area for information and updates on the work of the office.

- Devon and Cornwall Police now has 598 policing support volunteers offering vital support to neighbourhood policing teams and councillor advocates. A further 32 engagement volunteers and 52 local policing support volunteers are currently being recruited. Community Speedwatch remains highly active with 200 volunteers. We also have 260 Neighbourhood Specials and the Force aims to recruit a further 100 Specials in 2018, including potentially 'Cyber' Specials to tackle rising online crime.
- The first Volunteer Police Cadet (VPC) scheme launched in January 2018 and builds on the already successful Community Cadet scheme introduced in 2007 which has 11 active cadet units across Devon and Cornwall and offers further exciting opportunities to engage with young people in Torbay.

The PCC continues to support street pastors, funding their training to enable Devon and Cornwall's first ever Response Pastor Unit.





“While considerable engagement with local authorities and stakeholders has already taken place, there will now be a process for local authorities to formally express a view of their needs.”

The importance of having a centralised hub is that it can add real value to local authorities because it reduces a range of costs associated with a stand-alone system.



Case study: David Eaton - CCTV project manager

“CCTV is an important tool in helping people feel safe in their communities as well as helping the police to prevent and detect crime, but in rural areas the expense of installing CCTV and the complex regulations surrounding its use can be real barriers.

“The PCC was very impressed by the centralised CCTV monitoring hub at Tolvaddon which is provided by Cornwall Fire and Rescue Service and felt this could be used as a template to develop other hubs across the region.

“The hub provides a modern high-quality and interconnected system that beams images into a police control room and council emergency contingencies control rooms, but with nine towns already connected, it has also gone a long way to rationalising CCTV provision across Cornwall.

“The importance of having a centralised hub is that it can add real value to local authorities because it reduces a range of costs associated with a stand-alone system. It can lower procurement and running costs, but also costs related to regulatory compliance. It’s also an opportunity to share best practice.

“The aim is that the additional funding will encourage other local authorities in Devon to bid in and set up their own monitoring hub, mirroring what has been achieved in Cornwall.

“One of the exciting things about having a modern, centralised hub is that it will allow us to take advantage of technological changes and advances. There could well come a time when police officers on the ground could receive live-streamed CCTV footage via their handheld devices, enabling them to search for vulnerable people or offenders. That’s a real possibility for the future.

“The work is already moving forward. The PCC and OPCC have engaged with a large number of local authorities over the past few months to understand the current CCTV landscape and to develop a strategy.

“The PCC has been clear that any investment in CCTV needs to focus on delivering high quality and sustainable systems. A set of principles have been agreed which will inform investment decisions and a clear process is being put in place by which those decisions will be taken.





Section 2B: Our Priorities. Preventing and Deterring Crime

The best way to keep our communities and individuals safe is to prevent them from becoming victims in the first place which is why we are transforming policing for the future and moving towards a more preventative approach.



Key highlights

- As part of the strategic alliance with Dorset a new Prevention Directorate has been created to drive best practice, oversee the management of offenders and deliver evidence-based support to our local policing teams, as part of our prevention and problem-solving strategy.
- Ten professional problem solvers have been recruited and have been based in the community where they work closely with local police and community safety partners to prevent crime and find solutions for crime-related issues blighting their communities.
- Pathfinder, a new and ground-breaking diversion scheme, offers offenders who are suitable to be offered an out of court disposal an alternative to criminal proceedings, addressing instead the reason for their offending.
- A new Local Criminal Justice (LCJ) Reducing Offending Board has been set up to reduce the offending and reoffending of adults and young people in Devon and Cornwall in order to reduce crime, prevent further victims and create safer communities. The board consists of criminal justice partners, local authorities, health and the voluntary, community and social enterprise (VCSE) sector working collaboratively to bring about



transformational change to reduce offending or those at risk of offending in accordance with a reducing offending strategy 2018-2021. The Reducing Offending Board, chaired by HMP Dartmoor Governor Bridie Oakes-Richards, reports to the Local Criminal Justice Board (LCJB), and works with partners to ensure efficient and effective services are in place to address the root causation of crime. A strategic group will also be formed to improve the services and outcomes for female offenders.

- The OPCC Transforming Justice project, in consultation with partners and stakeholders, identified gaps in the current provision of services for offenders and has implemented the following solutions to improve the services and reduce offending:
- Short term prisoners (especially those serving less than 12 weeks) are increasing in Devon and Cornwall, yet their resettlement and rehabilitative needs are not being met (for example 40% of prisoners are leaving without any accommodation in place). A newly-employed resettlement coordinator will work with partners and the VCSE, to ensure prisoners have the right support in place two weeks before their release and on their departure, under a new 12-month resettlement pilot at HMP Exeter.
- A lack of suitable accommodation for prisoners is increasing reoffending rates, victims and risk to

the public, as this impacts on an offender's ability to engage effectively with pathway support and engage with purposeful activity that will reduce the likelihood of offending. Exeter City Council has been given £83,000 to secure a provider to source and manage accommodation for short term prisoners released from HMP Exeter and HMP Eastwood Park. The provider will provide

The PCC has accepted the role of Scambassador

quality, suitable and supported accommodation which meets the resettlement and rehabilitation needs for prisoners with a local connection to Devon and Cornwall. Female offenders will be accommodated in designated women-only provision. Plymouth City Council will source a provider to offer a housing support service to allow ex-offenders to access appropriate housing where they have a local connection to Plymouth and are at risk of imprisonment or recall due to a lack of suitable accommodation. Female offenders will be accommodated in designated women-only provision.





- CoLab Resilient Women has been commissioned to:
 1. Help reduce female offenders and victims in the criminal justice system, by (a) working with Pathfinder to divert women from the system and supporting them to desist from crime (b) running a weekly Exchange for Women (women's multi-agency 'drop in' sessions and follow up activities which assist with making women more resilient and offer a whole system approach) and (c) referring female offenders who have also been victims of crime to the Victim Care Network to ensure they have access to services;
 2. Strengthen collaborative working to improve the provision of services for women and outcomes for women in the system and;
 3. Support the OPCC in the development of a whole system approach to women and a peninsula wide women's strategy.
- Local tech businesses have come together as part of the South West Cyber-Security cluster to provide advice and support for small and medium-sized enterprises. The OPCC has developed cyber-security workshops to inform businesses on how to best protect themselves from online threats.
- The OPCC has worked to raise awareness of Action Fraud, the national online reporting website, to encourage greater reporting. The police have supported the banking protocol where bank staff are trained to spot vulnerable people being coerced into withdrawing money which has prevented £820,000 in financial fraud in Devon and Cornwall.
- The PCC has accepted the role of Scambassador and uses public meetings, radio phone-ins and other events to raise awareness of scammers who target the vulnerable and the elderly by bombarding them with letters to elicit money from them.
- Engagement and consultation on a business crime strategy is underway. Due to be published in early 2019 it focuses on crime issues affecting businesses and offers advice on how they can better protect themselves. It also shows how businesses can keep their communities even safer by supporting staff wishing to volunteer for the Special Constabulary.

Local tech businesses have come together as part of the South West Cyber-Security cluster

Case study:

Pathfinder manager Sarah Carlsen-Browne



Pathfinder is a pilot scheme launched by Devon and Cornwall Police to reduce re-offending and harm. Rather than accept a simple caution for a minor offence, the individual is allocated a key worker who works with them to tackle underlying issues that may have led to the offence in the first place.

Offenders very often have a complex mix of problems that may be linked to the reason they offended in the first place. These can include homelessness, adverse child experiences, mental ill health, drug and alcohol issues or an abusive relationship. By opting to take part in Pathfinder that individual has a real opportunity, possibly for the first time in their lives, to confront these issues.

“Pathfinder harnesses a genuinely teachable moment in clients’ lives to prevent further escalation into criminal behaviour, but that doesn’t mean it’s a soft option.

“When an individual joins Pathfinder they sign a four-month contract which contains conditions including a pledge not to re-offend, the offender making amends for harm they’ve caused, including engaging in Restorative justice if the victim agrees, interventions based on their needs and voluntary work in the community.

“So far, our clients have undertaken approximately 3,000 hours of voluntary activities in the community as part of their contract, but many carry on after their contract has ended.

“One of the interesting things to have come out of the pilot is that the initial ‘carrot’ of not receiving a simple caution becomes irrelevant and it quickly becomes about the individual addressing their problems and changing their lives.

“We have 13 key workers who work very hard to support the clients, but they also challenge their behaviour that led them to offending. The key workers are very creative in terms of looking for ways to support their clients.

“By engaging in the Pathfinder scheme, the individual can embark on positive long-term change not just for

themselves but for the community they live in.”

“An important aspect of the Pathfinder scheme is that it is victim-led. We try to engage with victims to discuss their victim care needs and to offer Restorative justice. We also keep victims updated on our client’s progress. Some want more involvement than others and it is important that we respect their wishes.”

“What’s genuinely innovative about Pathfinder is that it is run by Devon and Cornwall Police and meets the first Peel Principle of Policing that is to prevent crime. That approach enables us to act as a bridge between the criminal justice system and partners and to have very robust assessment and case management arrangements.

“The scheme has been running for six months and has already had 346 referrals. The pilot runs until March 2019 and will be evaluated by Professor Larry Sherman of Cambridge University. Less than 3% have disengaged with the scheme

“This is a very important part of the pilot as it will provide a robust and independent evidence-based evaluation of the impact of Pathfinder.

“However, already we have many individuals who are telling us that Pathfinder has made a huge difference to their lives and has given them another chance.

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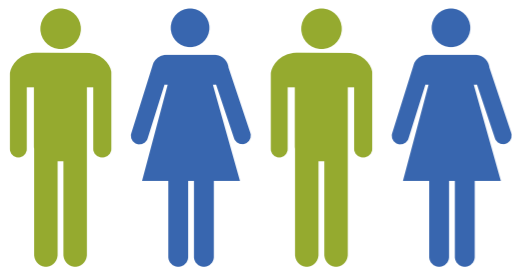
Section 2C: Our Priorities Protecting People at Risk

Vulnerable people are often at the greatest risk of harm which is why, as part of the Police and Crime Plan, the PCC has prioritised protecting those people who are at risk of abuse.

Key highlights

£133,433

for 4 safeguarding children and adults boards to tackle CSE



- The UK's Modern Slavery Police Transformation Unit was set up in Exmouth, employing 70 people across the UK and internationally and providing police colleagues with better intelligence, better training and specialist tactical advice to strengthen the national response to modern slavery.
- The Joint Slavery and Trafficking Analysis Centre, based at the National Crime Agency (NCA), has been created to develop a strategic intelligence picture, increasing our understanding of modern slavery.
- The OPCC has provided £133,433 for four safeguarding children and safeguarding adults boards to tackle a range of priorities including child sexual exploitation and neglect.
- A campaign highlighting the dangers of sexting was launched in tandem with Devon and Cornwall Police's new Snapchat account aimed specifically at young people. The campaign included awareness-raising videos and posters focusing on the impact of sexting. The PCC hosted a youth conference for practitioners to share best practice and promote the anti-sexting campaign.
- In line with changes in national guidance on sexting, Devon and Cornwall Police and Dorset

Police have created a new policy to raise awareness of what the changes mean for young people. All head teachers have received letters explaining these changes. Officers dealing with sexting incidents have information booklets for parents and carers as well as children and young people. The booklet includes an area where individuals sign to say they have deleted all images. A total of 25 sexting incidents were reported from January to September 2017.

- A website for schools and professionals to share information and resources on sexting has been developed by the Alliance Youth Services Team and has been updated to include new pages for young people and parents.
- A new approach to missing persons using police community investigator officers (PCIOs) is being piloted by Cornwall and Isles of Scilly BCU, as part of the Summer Policing Plan. A system to transfer relevant data on child sexual exploitation gathered from 'return home' interviews with missing children by partner agencies onto the police intelligence system has been introduced.
- A Disruption Tactical Manual has been published and a vulnerability lawyer who focuses on using civil orders to safeguard children has been recruited.
- Operation Encompass has been launched across Devon and Cornwall. This means if police have attended a domestic incident involving a child, they will inform a specially-trained lead individual at the child's school before 9am to enable the school to better understand and respond to the child's needs.



As part of the Local Policing Promise, the PCC has allocated £200,000 to support local authorities wishing to invest in CCTV systems and set up a centralised CCTV monitoring hub.



Case study:

Claire Gollop - programme director

With the support of the PCC, Devon and Cornwall Police successfully bid for £8.5m to fund a national response to modern slavery, on behalf of all forces in England and Wales. It led to the creation of the National Modern Slavery Policing Transformation Unit (MSPTU), based in Exmouth.

Clare Gollop, Programme Director for CC Shaun Sawyer's national policing portfolio (modern slavery, OIC and asylum).

"It was a bold and courageous step to bid into the Police Transformation Fund. We knew there were gaps in the policing response, but there was no road map to follow – this has been one of the largest programmes to take place through the police transformation programme: everything we were doing, we were doing for the first time.

"Through the programme, we now understand more about the crime of modern slavery and can use that knowledge to improve the way in which we try to combat it. It is the type of crime where the more you look for it, the more you will find it. It is also one of the most challenging types of crime to investigate.

"The PCC has remained closely involved in the programme. She is passionate about victims and has encouraged us to always focus on putting victims first. She has pushed us to develop the best police response for victims who are very often broken and highly fragile at the point when we encounter them. That ethos is reflected in all that we do.

"Our aim, through the funding is to improve the conditions in which police investigations take place, removing any obstacles that are identified by sharing guidance, offering support and learning lessons across the police service.

"The MSPTU is at the heart of this, drawing on the knowledge and expertise of 70 modern slavery practitioners from across the country. This has enabled a strong understanding of the problem,

MODERN SLAVERY

Police Transformation

mapped across the country, and a body of evidence to inform any policy changes, but also to try and get upstream of the problem and prevent a person being trafficked in the first place.

"Our work has led to video masterclasses available across the entire police network, a four-day investigators' course which has already trained 300 people and awareness-raising days that have been attended by 1,200 officers all over the country. Specialist interviewers have been trained in better ways to support victims of slavery.

"We have people embedded in regional organised crime units (ROCU) providing support locally and we have people working in the National Crime Agency and Europol. The police service is currently running



more joint investigation teams with other countries than ever before in addition to the 600 live investigations in the UK.

"We are incredibly proud of all of the teams, but particularly the work of the - Joint Slavery and Trafficking Analysis Centre (JSTAC) - which brings together analysts from a range of agencies including policing, Immigration Enforcement, HMRC, and the Gangmasters and Labour Abuse Authority share and to analyse intelligence.

"Pulling together all these different agencies has given us a fuller picture and a greater understanding we all need to work on this together. It is a model for the future and looks set to have a lasting impact, making a real difference to victims of all different types of crimes.

"Our ambition is to get upstream of modern slavery. We want to prevent victims from ever being exploited in the first place. Many victims are vulnerable, so we are trying

to reduce the conditions surrounding their vulnerability whether that is by prevention or intervention. With partners, we want to reach these people before the offender reaches them. That is what we are working towards.

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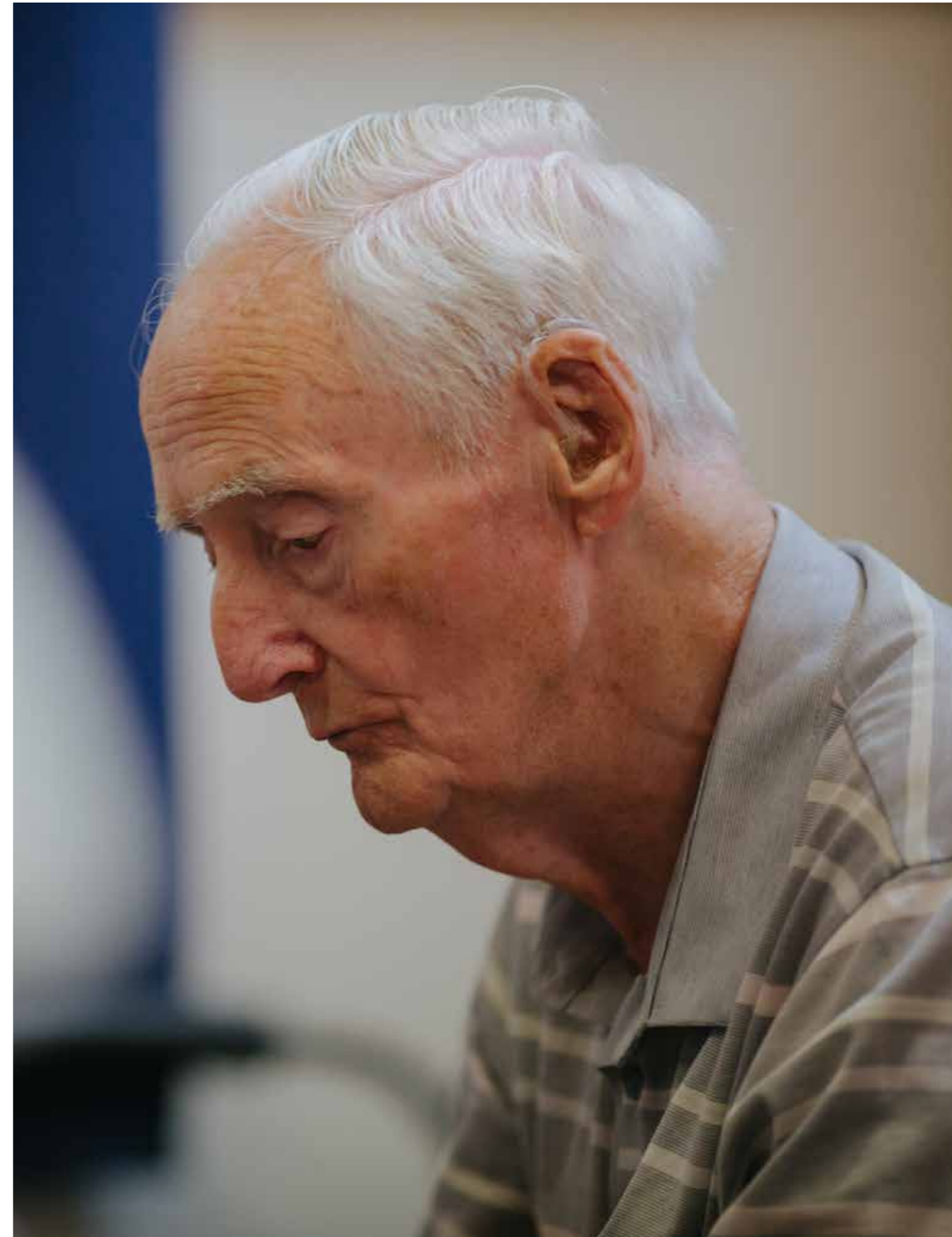
Section 2D: Our Priorities Supporting Victims and Witnesses

Victims must be at the heart of all police work which is why the PCC has focused on victim services including establishing a new victim-led restorative justice process across Devon, Cornwall and the Isles of Scilly to support victims in coming to terms with what has happened to them.



Key highlights

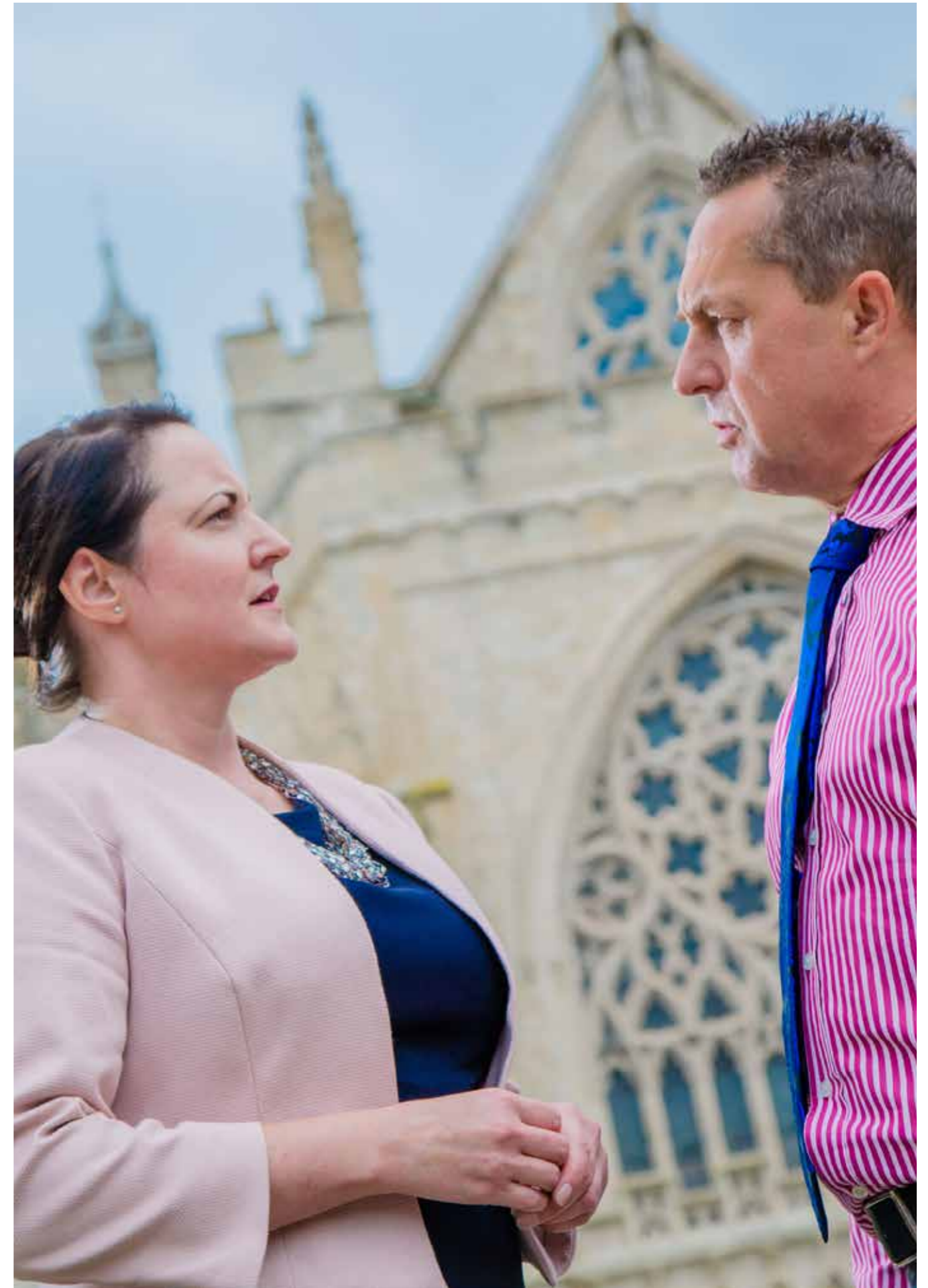
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Case study: Aimee Williams - Victim Care Unit manager

“The Victim Care Unit was created around 2015 in response to a national development where the funding for supporting victims was devolved to a local level to allow us to focus on supporting people in the local community.

“Devon and Cornwall took quite a brave decision to carry out an assessment victim support services in the area. The overwhelming feedback was that the public did not know what was available to them or how to access it.

“An in-house victim care unit enabled us to provide a bridge between the police and a network of 69 organisations across the region that existed already in the charity or voluntary sector and which offered all different kinds of support for victims

“Being part of Devon and Cornwall Police is important. When a crime is reported to the police, the officer carries out a needs assessment that captures the effect that crime has had on the person. Because we’re in-house, those impacted by crime can be referred to us quickly and easily

“Crime affects people differently. Some don’t feel they need much support while others do. People sometimes find they are fine at first, but then realise they are not coping. The important thing is that they know they can come back to us any time and we will support them.

“We can signpost individuals to many different organisations, depending on their needs, although we find that referral works better for as we’re able then to keep an eye on what’s happening and to follow up, if necessary.

“Being part of Devon and Cornwall Police means people view the police beyond just being an organisation that just catches criminals. It shows them that the police are putting victims at the heart of what they do, and it gives victims a voice. They know that if they speak to us, their voices will be heard.

“Officers also like the service. There’s a customer element to this. Officers don’t have the time they once had or would like to spend with victims, but they know that when they refer them to us we will spend as long as is needed supporting the victim and responding to their needs.



“Officers are geographically based and couldn’t possibly be expected to know all the organisations out there and what they offer. By having a dedicated victim care unit, we’re able to build the knowledge and expertise across the two counties which means we can refer the individual to the right organisation for them and their needs.

“We now have a huge network of organisations and we find that they will also refer within themselves. Individuals can also self-refer. Sometimes people will disclose they have been a victim of further offences not previously known to the police.

“We do have to manage expectations, but, ultimately, the greatest impact of the Victim Care Unit is that victims are given the opportunity to tell us how crime has affected them and know that they will be listened to.

“And so far we have helped 5,160 people to deal with the issues created when they have become victims of crime.”



Our aim, through the funding is to improve the conditions in which police investigations take place.



Section 2E: Our Priorities Getting the Best out of the Police

As a public service it is essential that the police are as efficient and as effective as they can be which is why the PCC champions innovative service delivery, whether that is better technology, greater collaboration or promoting a healthy workforce.



Key highlights

- The UK's first tri-service safety officer was appointed in 2017. The officer, a former on-call fire-fighter at Camborne Community Fire Station, is trained to deal with crime, casualties and fire and rescue situations. Two more officers were recruited in November 2017.
- An exciting new pilot combining the role of police and fire community support officers was launched in North Devon. Six PCSOs have been trained as on-call firefighters for the Devon and Somerset Fire and Rescue Services so they can respond to fires whilst on duty to increase resilience and visibility in rural communities.
- The south west police forces – Devon and Cornwall, Dorset, Avon and Somerset, Wiltshire and Gloucestershire have developed a regional capability to respond to the most strategic threats from organised crime, terrorism and major criminality which, collectively, pose the highest risk to local communities and also national security. These include a regional organised crime unit (ROCU), forensics and counter terrorism. Devon and Cornwall has 152 officers within these regional collaborations.



- The south west emergency collaboration programme brings together five police forces, six fire and rescue services, the South West Ambulance Service Trust (SWAST) and respective governance bodies, including the PCC and local fire authorities and has significantly streamlined service delivery.
- The Collapsed Behind Doors scheme has led to 1,000 less police call outs as the fire service now assists ambulance crews in accessing buildings. The fire service's Urban Search and Rescue Team (USAR) also supports the police in searching for high-risk missing persons with thermal imaging, air scent dogs, specialist volunteer search and rescue teams and assisted police 26 times in 2017.
- Police officers and staff in north and west Devon can now use 17 retained fire stations as a base to update incident reports, meet the public and take statements without having to return to a police station.
- The Force is the first in the UK to train two 'digital dogs' to sniff out mobile phones, hard drives and other digital devices, following a collaboration with police colleagues in the United States.
- Devon and Cornwall Police also launched the UK's first dedicated police drone unit with six drones and three full time staff to help find missing persons and, in time, track suspects in fire arms incidents as well as counter-terror operations.
- Body worn video was rolled out to all firearms officers in 2017. A full roll out to all officers is planned from July 2018.
- The newly-published Estate Strategy 2017-21 will enable the Force to adapt to changes in the modern workforce. It explores sharing premises with partners, driving down running costs and enabling capital reinvestment to support a wide range of police functions as well as providing a safe and healthy working environment.
- Plans to develop a new and bespoke custody suite as part of the £25m development at police headquarters in Middlemoor, Exeter, are currently in the pre-construction phase. Revenue from the sale of further land at Middlemoor will be reinvested into this project. Plans to establish a new £13m county headquarters in Bodmin in Cornwall are also forging ahead.



- The ActivAte 2020 Programme was introduced in 2017, providing a long-term force-wide health and wellbeing strategy to promote physical activity, improve nutrition and sleeping habits. The Force also has 34 well-used gyms and a network of health and wellbeing champions. Over 1,000 staff have received advice, as part of the Force's healthy lifestyle sessions. An 'Eat Well' programme has been published and the Force is trialling long-term use of wearable fitness devices with Exeter University.





Jeannette Ritson, Learning and development manager.

"Many people joining the service come with a rich mix of skills and experiences. It's not that unusual for many to have already had a career elsewhere. We find people join the service with the expectation and aspiration of wanting to be empowered to make a difference.

"Our aim is to create a framework and environment that allows them to do this. We want to tap into that individual's potential and we want to develop it. One way of doing that is to ensure our leaders have the skills to enable their team members to flourish. Our organisation is a better place for it and, more importantly, so is our service to our communities.

"We have now had around 235 sergeants and inspectors who have completed our core leadership programme. However, the future of policing is that it is becoming more streamlined. Many teams are now a

mix officers and staff so, last year, we decided to give our first line police staff managers the opportunity to take part in the programme as we felt they too would benefit from leadership training.

"We selected 15 for a week's training course which is based on the course the uniformed officers had completed. We had a very enthusiastic response, demonstrating a clear appetite for this kind of training.

"There is a phrase in policing 'know yourself, know your team, know your business'. In the past, the emphasis has been on knowing your business first, but we now understand that the most effective leaders know themselves first, then their team and then their business."



David Hammond

Inspector

“Our approach is quite a departure for the police service. The police service is, by its nature, process driven. Officers are used to being told what to do, but the aim of our leadership courses has been to move towards a transformational model where police leaders create the right environment for individuals in their team to make decisions based on their own skills and training.

“It is a cultural change that will take time to embed, but it is essential for ensuring officers and staff get the most out of their team.

“Our starting point is for leaders to understand where their own strengths lie and what kind of a leader they are. When they have done this then they can start to identify the strengths and weaknesses of those in the teams that they lead.

“Once they understand that, they are then in the best position to support their team members and encourage the best from them.”

Our starting point is for leaders to understand where their own strengths lie.



Sergeant Sid Siddall

Resourcing officer

“We have been recruiting since 2013, but this has really accelerated since last year and we are now looking to recruit 384 recruits over a three-year period which will allow us to meet our pledge of having an officer strength of 3,015. This is alongside recruitment drives for the Special Constabulary and Citizens in Policing, as well as our support staff roles.

“What this means is that we now have a steady schedule and we can plan our activity of ongoing engagement with communities across the force area. These relationships and partnerships are fundamental to ensuring diversity in our recruitment process. We now have that momentum.

“It’s both a challenge and an opportunity. We run six assessments every year, in pairs of three. Those attending the assessment centres have already registered their interest online and taken a couple of online tests, including a questionnaire on behaviours and a test on judging situations. This normally attracts around 1,000 registrations. That number will be whittled down to around three to four hundred individuals who then take a competency-based questionnaire. From that process, 192 will be invited to one of our assessment days.

“We have adopted the ‘little and often’ approach.

This is important as it gives the Positive Action Group, which I also lead, the time and space to target under-represented groups. This helps to ensure that the 192 people attending the National Assessment Centre represent all our communities across Devon and Cornwall as much as possible. Those under-represented groups include minority ethnic groups, but also the LGBT community, and in an area the size of Devon and Cornwall, it can be geographical. There are also certain cultural barriers for us to overcome so people to enable people to view policing as a career.

“We are very working hard towards this. An establishment figure of 3,015 allows us additional resilience and greater visibility on our streets. This, in turn, allows far greater engagement with all our communities some of whom may go on to be the next generation of police officers.”





Section 3: Spotlight on Commissioning

A range of services have been commissioned to protect the most vulnerable in our communities. The OPCC commissioned over £1.1m of services in 2017/18, in addition provides over £1.6m to Community Safety Partnerships to help address priorities in their locality as well as those within the Police & Crime Plan

Key highlights

- A new restorative justice contract was awarded to Make Amends in partnership with the charity, Shekinah, in October 2017. This exciting new venture brings together people harmed by crime or conflict with those responsible for their harm to find a positive way forward. Since the new contract started to the end of January 2018 the service has accepted 126 referrals, 87 of which were initiated by the victim, while 21 were initiated by the offender.
- The OPCC has provided £260k to support the running of three sexual assault referral centres (SARCs) located across Devon and Cornwall. These centres provide essential help and support to victims of rape and serious sexual assault, no matter their age or gender, or whether or not they choose to report to the police or not.
- The OPCC has been working with partners across the region to procure a single provider to deliver a Sexual Assault Referral services across the peninsula. North Devon Health Care NHS Trust will provide the new service from 1 October 2018.
- To support the new SARCs, the PCC is leading on commissioning a separate independent sexual violence advocacy (ISVA) service for autumn 2018.



Our aim, through the funding is to improve the conditions in which police investigations take place.

The contract is expected to be awarded in May 2018.

- Street triage is an ongoing initiative that sees police and mental health services work together to ensure people suffering a mental health crisis receive the care they need. The scheme continues to contribute to a significant decrease in the number of people detained under s136 of the Mental Health Act 1983.
- Following a collaboration between Young Devon, Young Cornwall and Kooth to deliver a pilot to

support young victims of crime, as part of the Victim Care Network, Young Devon has developed a better understanding of the many challenges facing young victims, especially the emotional impact of crime.

- £1.6m has been granted to community safety partnerships across Devon, Cornwall and the Isles of Scilly. The monies help fund the commissioning of a number of key services such as domestic violence advocacy services, therapeutic provision for children & young people affected by sexual abuse and/or exploitation, refuge provision, healthy relationship programmes for children and young people, substance misuse treatment services, street wardens and street pastors to support the evening and night time economy.

Case study: Dr Davina Cull - service manager Make Amends

"This funding is a huge turning point for us as it will allow us to extend our reach over a far greater area. More victims of crime are going to hear about us and that is essential because we want people to know where to find us when they need us. It has also enabled us to have a full-time restorative justice coordinator to ensure the right practitioner is allocated to the right case which is vital to its success.

"We've already started to see results in the number and quality of referrals we're receiving. There were 137 referrals in the years 2016/2017 across Devon and Cornwall reported as part of Why Me's valuing victims campaign, but we've already had 88 referrals in the first four months of the contract going live in October 2017.

"This indicates that more professionals are working with victims to understand the potential of RJ and how it can help them move on in their lives.

"Our association with the police is really important to the success of what we do. We have a seamless relationship with the police and I'm proud of that. Working under the umbrella of the OPCC has allowed us to gather momentum and to come together with the police to build the service.

"We find the police are heavily invested in the idea of RJ and in referring cases to us. They are actively gaining consent from victims and offenders and they are sharing the progression and outcomes of cases. Their perspective is invaluable and because we work jointly on cases we're able to offer the best support for the people we work with.

"Submitting a bid with Shekinah, a Devon-based charity that provides opportunities for people in recovery or seeking recovery was also a very important step for us. Shekinah is a perfect fit. As a result of the successful bid, Make Amends fully transferred into the charity which has given us lots of added value for those people who we work with.

"Also, RJ is a slow burn. It's not the first thing on people's agenda. We're constantly trying to raise awareness of the right of victims to have more information about RJ, as well as increasing access to



the service. This has come about because of the funding we've received.

"Ultimately, the funding will ensure that Make Amends-Shekinah will be able to provide access to RJ for all victims of crime right across the South West Peninsula."

Picture

Make Amends delivers a choice of restorative justice (RJ) approaches that seek to heal the harm caused by crime, conflict, antisocial behaviour and the harmful actions of others.





Section 4: Engaging our Communities

The PCC has a duty to engage with all communities in Devon, Cornwall and the Isles of Scilly. In 2016 Alison Hernandez carried out the largest consultation ever held into policing to inform her Police and Crime Plan. In 2018, for the first time she held a poll with the communities she serves, asking if they supported a rise in council tax precept to support an investment police services. The results of this survey were overwhelmingly positive with more than 4,000 residents taking part. She has ensured that public engagement is considered carefully in everything the OPCC and the Force does.

more than
4000



people completed
the precept poll

Key highlights

- The PCC has maintained strong links with a range of partners and stakeholders during the course of the year to broaden understanding of the work of the PCC and OPCC with partners and the community such as sitting on local reference groups, community safety partnerships and safer town groups.
- Local authorities are regularly updated on progress on delivering key elements of the Police and Crime Plan. The PCC has worked closely with Local Authorities on a number of strategies including the CCTV strategy, estate strategy and in establishing the Councillor Advocate scheme.
- The OPCC holds regular roundtable discussions with the eight community safety partnerships (CSPs) across Devon, Cornwall and the Isles of Scilly where partners share issues affecting the community and work together to improve services to the public.
- The OPCC regularly meets community representatives and leaders including MPs, council leaders, senior public-sector officials and business leaders across the peninsula. MPs are invited to meet the PCC and the chief constable in Westminster every six months to discuss strategic issues where the PCC may need politicians' support in Whitehall or to brief MPs on important policing issues.
- The PCC is an active member of a wide range of local and national boards, including executive board member of the National Rural Crime Network, deputy lead for the Association of Police and Crime Commissioner's local policing and partnerships portfolio and chair of the Local Criminal Justice Board.
- From county shows to 'Meet Your PCC' events at local supermarkets, the PCC has attended or was represented at 42 public events across the region. In 2017 we engaged with many thousands of people and during the summer events carried out a poll asking people how they found out what the police in your local area are doing. Over 2,000 people took part.
- Working closely with our diverse communities, the PCC supported events such as Exeter Respect, North Devon Sunrise and Pride events in Cornwall, Totnes, Exmouth, Bideford, Exeter and Plymouth.



Our aim, through the funding is to improve the conditions in which police investigations take place.



- Plymouth's Respect Festival is set to return to the city following financial backing and additional resources from the OPCC.
- For the first time, the PCC helped fund and resource the Blue Light Days, an important event that helps those with learning needs to understand the role of our bluelight services.
- More than 50 public service students attended the OPCC Takeover Challenge day at Middlemoor as part of the PCC's commitment to greater engagement with young people.
- The OPCC has grown its social media reach to 7,000 followers on Twitter and over 1,500 on Facebook. The OPCC's Instagram went live in 2017 to further engage young people.
- Almost 4,000 people received the PCC's bi-monthly newsletter, an increase of over 30 per cent.
- The PCC writes a weekly blog which is published across Devon by the Western Morning news and associated titles. Subjects have included: modern slavery, youth engagement, Operation Encompass, tackling hate crime, joint working in the criminal justice service

More than 50 public service students attended the OPCC Takeover Challenge day at Middlemoor as part of the PCC's commitment to greater engagement with young people.





Case study: Julie Paget - Plymouth and Devon Racial Equality Council manager

- “We’re absolutely delighted that the Respect festival is taking place this year. It is a great multi-cultural event, and this will be the 20th year since the first event was held in the city’s Guildhall. The festival celebrates communities coming together to promote respect and equality for all.
- “Plymouth is a dispersal city for a lot of asylum seekers. Over the last 20 years, the diversity of the community has changed immensely and will continue to change. We have a huge variety of communities that have made Plymouth their home including Thai, Greek, Kurdish, Chinese and African communities and Respect really is a wonderful opportunity to bring all those different people together in this fantastic celebration.
- “The Respect festival gives diverse communities an opportunity to celebrate and showcase themselves and their culture through amazing displays of food, dance and entertainment reflecting the wonderful diversity of our city.
- “It’s a fantastic opportunity for everyone to get involved and is such a great way of bringing people together and that’s just as important today as it was when we had our first festival 20 years ago.
- “Plymouth is an international city and it is vital that we create community cohesion between our communities and the only way we are going to achieve that is for people to get used to each other and to get to know it each other.
- “I go to events and talk to lots of people and they say that their communities aren’t diverse and that they don’t get the opportunity to meet people from different cultures, but events like the Respect festival give people the opportunity to do just that.”



The PCC's engagement team is working with Plymouth and Devon Racial Equality Council (PDREC), Plymouth Police Diverse Communities Team and other organisations to relaunch Plymouth's Respect festival this summer.

- "To have the support of the PCC, the police and other organisations is very important for us. It sends a huge message of inclusivity out to all our communities that all people matter. It shows that people are taking diversity seriously.
- "The festival is also important for our minority communities as it is something they can take ownership of. It provides a safe space for them to express their culture and their traditions. In the past, we've had around 15,000 festival goers. This year, we've gone back to our roots for a more community-based event, but it still promises to be a wonderful day. Colourful, vibrant, noisy and rich – it's a real assault on the mind and the senses."



Section 5: Wider OPCC Activity

The PCC is directly accountable to the public for the delivery of the Police and Crime Plan. It is important that the public is kept well informed on developments and progress whilst knowing where to access further information should they need it.

It is the PCC's role to hold the Chief Constable to account for policing on behalf of the people of Devon, Cornwall and the Isles of Scilly. The PCC scrutinises activity across a broad range of areas such as complaints, use of force and the service provided to victims as well as financial efficiency and how information and communication technology changes are being delivered. Scrutiny is carried out by the PCC, her staff and specially set up panels. Scrutiny panels include specialist professionals with knowledge and expertise in a particular area, as well as volunteer panel members from relevant communities.



Key highlights

- Devon and Cornwall's OPCC was one of just five forces in England and Wales to be awarded 'very good' for its statutory commitment to openness and transparency by CoPaCC, an independent organisation that compares OPCCs across the country to ensure they meet their statutory obligations.
- The chief constable received 14 complaints in 2017. The PCC received five complaints. A total of 2,150 calls were received by the office and 802 items of correspondence which required further action. These related to roads policing, complaint service delivery, antisocial behaviour and neighbourhood disputes.
- The OPCC provided mediation between members of the public and local policing teams, where appropriate, helping to resolve concerns raised. The OPCC also provided a single point of contact for members of the public to support them through the complaints process, explaining the legislation and procedures and writing and submitting complaints on their behalf.
- During the year, 23 independent custody visitors (ICVs) made 191 checks on police custody suites to ensure officers treated those detained in custody in accordance with the Police and Criminal Evidence Act (PACE) 1985. Nine new volunteers joined in October 2017 and have already completed 27 visits.
- The OPCC supported seven misconduct panel hearings, providing independence to the police misconduct process and ensuring the highest levels of conduct and professionalism from all our officers.
- In 2018 the OPCC oversaw a process to recruit a new panel of independent members to sit on these panels.
- The OPCC supported three police appeals tribunals in 2017, in line with statutory guidance.



The chief constable received 14 complaints in 2017.



23 ICVs completed
191 Checks on police custody

Case study:

Bill Thornton

Bill Thornton, an independent custody visitor (ICV) based in Cornwall, talks about his role and the skills needed to carry it out. Manager of Plymouth and Devon Racial Equality Council.

I applied to be an independent custody visitor because I wanted to do some voluntary work that was a bit different to the perceived norm of volunteering and also something I felt was worthwhile to the police service. I also wanted to contribute to a role in society as a whole by demonstrating the high standards of care shown in the detention of detainees through independent assessment.

I am able to do this through good training received and from skills I have acquired in my working life and previous voluntary work, such as auditing, report writing and work placed investigations.

Personally I think I bring to the role a professionalism which supports the integrity needed to be able to carry out the inspections in what is a highly regulated environment. You also need a good eye for detail and be able to express your observations both verbally and in writing.



Good communication and people skills are important when speaking with people in detention. My experience has been that they do appreciate a friendly face and one that is interested in their welfare. For the short time we are with them I do hope we make their day better giving the assurance someone independent is looking

out for their interests.

Equally I also think custody suite staff appreciate our visits as it is an opportunity for us to assess their working environment and concur that they are meeting the required standards needed to look after detainees. It is also a chance for them to highlight any unaddressed concerns they have which can often result in some discussion around possible solutions or actions needed.

When we visit custody it is done unannounced so this can be on any day, at any time, which compliments the independence of the process.

Upon arrival we introduce ourselves and show our identity passes and check who the attending officer is for our visit.

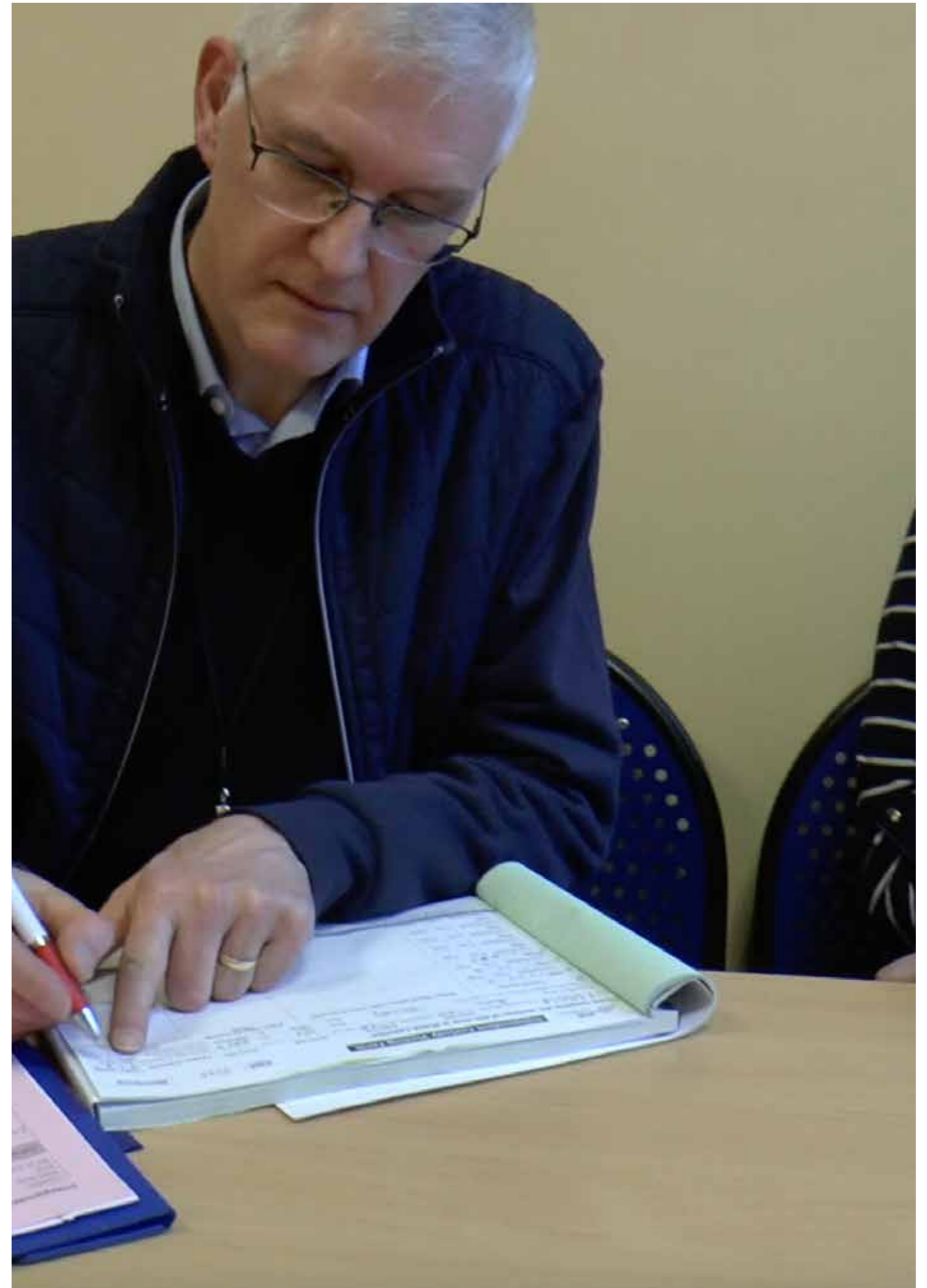
Upon arrival we introduce ourselves and show our identity passes and check who the attending officer is for our visit. We establish the number of detainees and how long they have been in detention. We then go to each cell and perform a scripted introduction and subsequent discussion with the detainee.

This establishes that all the processes and procedures have been adhered too and if there are any concerns or needs that both the ICV and the detainee might have during the detention period to date. There is also a check of the data held on computer, again to check that the required steps and actions have taken place and have been correctly recorded in a timely way during the detention period to date. We ask a lot of questions!

Whilst on site we also take the opportunity to check other areas like empty cells, food preparation areas (including dated food products), interview rooms and finger print room for cleanliness, damage and any relevant observations will be noted. We also check on store rooms and items available for the religious requirements of detainees

At the end of the visit a report is filed and explained to the escorting custody officer who will confirm our findings. The visit can take anything between 30 mins and two hours depending on the number of detainees and the issues found.

It is a really interesting role, no two visits are the same and there is a great sense of satisfaction when it is concluded.





Section 6: Police Performance against Targets in the Police & Crime Plan

Chief constables have a huge responsibility to run their police force and protect the public. With such an important and powerful role it is important that the public understand: what the chief constable does; why he makes certain decisions; how the police are performing; and how public money is spent. By giving the public this information openly, they can form their own informed views about whether or not they have confidence in their chief constable and their police force.

It is the role of Her Majesties Inspectorate of Constabularies (HMIC) and Fire and Rescue Services (HMISFRS) to inspect the police.

Key highlights

- Devon and Cornwall remains one of the safest areas in the UK with the seventh lowest crime rate in England and Wales although total recorded crime rose by 21 per cent in the year to September 2017.
- According to the Crime Survey for England and Wales, Devon and Cornwall Police has one of the highest levels of public confidence of any force across the country at 86%.
- Violence against the person and sexual offences recorded increases above the national average. However, it is too early to say if the increase is due to changes in how the Force records crime in response to HMICFRS' Crime Data Integrity inspections, which revealed only 76.1 per cent of violent crimes were recorded or is due to a rise in crime levels. This performance has now improved and received a rating of 'good' by HMICFRS in the Crime Data Integrity re-inspection 2018.



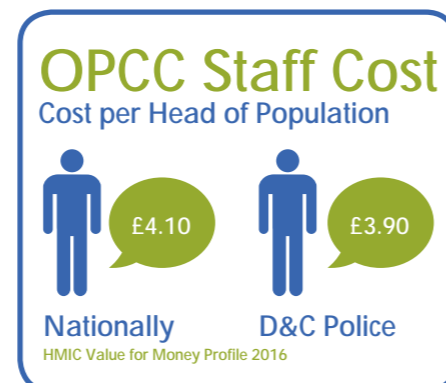
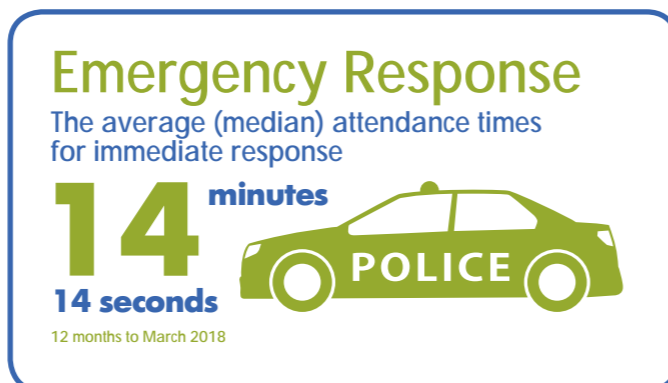
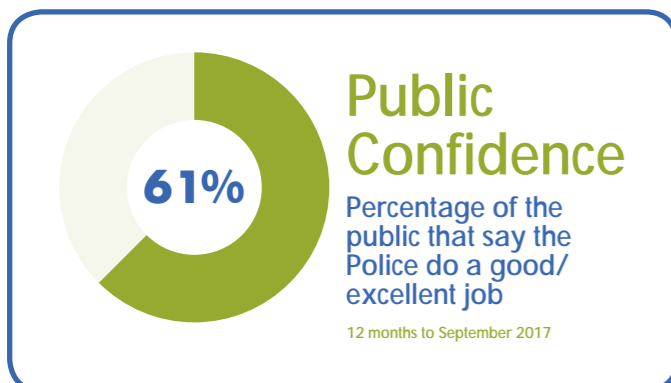
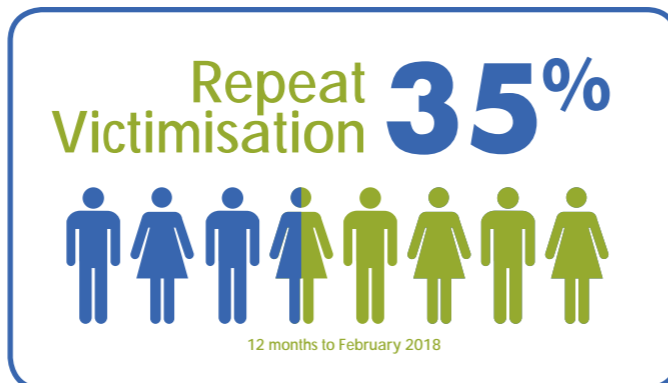
- Improving the 101 service remains a key performance challenge. Waiting times for reporting missing persons and crime to the 101 non-emergency services have fallen by around a third. However, waiting times for the remaining calls have risen by 52 seconds compared with 2016.
- Management software has been introduced to meet the challenge of matching sporadic demand for the 101 service to shift assignments. A recent ICT upgrade along with planned technological improvements may further enhance performance.
- Devon and Cornwall improved its efficiency in 2017 achieving a 'good' in the HMICFRS' PEEL Police Efficiency 2017 inspection, compared with 'requires improvement' in 2016. Devon and Cornwall



Police also retained its overall 'good' rating when it comes to keeping people safe and reducing crime, following HMICFRS' PEEL Legitimacy 2017 inspection.

- In HMICFRS' PEEL Police Effectiveness 2017 inspection Devon and Cornwall Police remained at the 'requires improvement' grade. While HMICFRS's PEEL inspections were mostly positive, some areas of improvement were mentioned. HMICFRS noted that the force needs to improve how it investigates crime, for both low risk offences, and investigations involving vulnerable people. HMICFRS judged the force's ability to understand demand as requiring improvement, specifically in relation to 101 non-priority call handling.
- The OPCC commissioned a survey on public perceptions of policing within Devon and Cornwall to provide some of the strategic measures assessing the success under the Police and Crime Plan. A comprehensive analysis of the results of the survey will be contained within its own report.

According to the Crime Survey for England and Wales, Devon and Cornwall Police has one of the highest levels of public confidence of any force across the country at 86%.



Devon and Cornwall Police has made considerable progress in how the Force records crimes following concerns raised by the HMICFRS in 2016.

Custody Inspector Ryan Doyle coordinated the Force's action plan and response to HMICFRS recommendations.

"Crime recording is a vital part of policing so it's essential we get it right. We had a fantastic team of people who worked hard to address the concerns raised by the HMICFRS, putting in place a range of measures that have already had an impact. As a result, we've made considerable progress since the inspection report.

"The inspection revealed many domestic abuse crimes were incorrectly recorded as 'Enquiries' so much of the training we have since introduced has focused on the proper identification and recording of crime.

"Significant effort and resources have gone into producing a brand-new training package called Putting Victims First which is an innovative and engaging programme that highlights the importance of quality supervision of crime recording decisions.

"Our senior leaders have also been involved, taking part in a tailored version of this training which focuses more leadership responsibilities around crime recording and culture.

"Since this training was introduced, 807 officers and staff have received face-to-face training and a further 1,455 have completed the e-learning package.

"Crime-related logs that are closed without a crime number are now scrutinised by a sergeant from one of the crime management units to ensure a crime hasn't been missed and we regularly circulate our Green Thumb – Best Practice bulletins which outline the clear responsibilities of sergeants and supervisors involved in crime recording decisions.

Deputy Chief Constable James Vaughan is gold commander for crime data integrity improvement. "I am delighted that the Force has made excellent progress in its crime recording accuracy since HMIC's 2017 report.

"This has been achieved through a whole-force approach to improving our systems, processes and supervision as well as training our staff in the key areas identified by HMICFRS in 2017.

"Audit, governance and timeliness has also improved, thus providing victims and the wider public with reassurance and confidence that crimes are now being recorded more accurately."



Section 6: Financial Overview

We work collaboratively around our estate and chair Cornwall's One Public Estate board and participate in the new Devon and Torbay One Public Estate plan.

Case study:

Chief Superintendent Jim Pearce - Cornwall BCU Commander and Temporary CS Sam De Reya - Devon BCU Commander

“The plans to upgrade Bodmin Police Station and for it to become Cornwall’s police headquarters are still in the early stages, but, in terms of operational capability, we’re aiming to provide a similar environment to facilities planned for Devon county police headquarters in Exeter. This could potentially include a new custody suite, additional office space and a Learning and Development area.

“We’re looking forward to Cornwall having its own county headquarters. It forms an important part of the Force’s wider alliance with Dorset Police as it will mean each area will have its own county headquarters.

“The headquarters in Cornwall will provide an important focal point not just for officers and staff, but also for our partners including the local authority, health authorities, criminal justice agencies and our emergency services colleagues. It will build its own identity and

history whilst retaining those close links with the Devon and Dorset Headquarters and, in time, it will enable us to become a centre of excellence around investigation.

“Given the rural geography of Cornwall, the new headquarters is strategically placed between the A30 and A38. This allows ready access for our officers and staff, particularly from east and mid Cornwall, and that means we will be able to serve our communities in Cornwall more effectively.”

This building will provide the modern policing facility our people and communities deserve and will further support the delivery of quality policing.



Temporary Chief Superintendent Sam de Reya, Devon BCU Commander. “We are excited to see the new development coming together for delivery in 2019 at Middlemoor. The current buildings our staff are working from are no longer fit for purpose due to the age of the properties, the way policing has changed, the need for smarter working environments and improvements in technology as well as the storage of tools and equipment.

“This is an opportunity to bring our operational teams and major crime together into one central building to provide greater team working and an improved delivery of policing services to the public.

“The new development will also provide capacity for a 40-cell custody provision to ensure we deliver the most up to date and safest detention of the vulnerable people we deal with on a daily basis and bring into the custody environment.

“The custody suite includes improved interview facilities and technology to support the highest standards of investigation expected by the public and the criminal justice system.

“This building will provide the modern policing facility our people and communities deserve and will further support the delivery of quality policing.”



General contact details

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