

# **Safe, resilient and connected communities**

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



**PCC**  
Office of the Police and  
Crime Commissioner  
Devon and Cornwall

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## Foreword by the Police and Crime Commissioner

It is a privilege to have been elected by the people of Devon, Cornwall and the Isles of Scilly as police and crime commissioner.

I promise to serve you well. I will listen to your views on what does and doesn't work well with policing in our community – and will consider all evidence so that I know the challenges we face in our area. I will do all I can to ensure you 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.

Last summer my office carried out an extensive consultation to ask what you think about the police and what you think is important.

We also talked at length to our partners in community safety partnerships (CSPs), local authorities, businesses and the voluntary and charitable sectors, to produce a plan which sits comfortably alongside the Peninsula Strategic Assessment. My aim is to have excellent policing, co-ordinated wider public services and resilient self-supporting communities. In that way we can all play our part in keeping each other safe.

The Chief Constable and I have worked together to co-produce this plan and we are committed to delivering the priorities set out within it. We will work closely with our wide range of local partners to achieve this plan. Together, and helped by our co-location at headquarters, we will 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 at home or online than on the streets where they live, so traditional approaches to policing need to change.

Fundamental transformation is required to 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 help them move on with their lives
- ❖ 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 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.

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 able 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**

## 1. 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 they need to be efficient, effective and, most importantly, well connected to their communities.

They must also work closely and supportively with partners, including community safety partnerships (CSPs), health and wellbeing boards, and safeguarding boards who play vital roles within communities.

Devon and Cornwall and the Isles of Scilly is one 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 in Devon, Cornwall and the Isles of Scilly.

This plan provides a direction to strengthen those key elements by helping communities become safer, more resilient and better connected.

The Police and Crime Commissioner (PCC) wants to focus especially on those that are most vulnerable. People can be more vulnerable because of their ethnicity, age, a disability, where they live (for example living in rural or isolated locations), who they live with or for a range of other personal reasons or external factors. Vulnerability must be thought about broadly – recognising that people become vulnerable for a range of reasons and that people will not always recognise themselves as being vulnerable.

Keeping Devon, Cornwall and the Isles of Scilly safe can be extremely challenging. Our beautiful rural landscape and long coastline mean that getting around the largest policing area in England takes time – some policing sectors and neighbourhood beats cover vast areas.

To spread resources over such a large area inevitably affects public perception of 'local' policing and the reality is that the police cannot always get to a place as quickly as the public might expect. This challenge exists all year round but is further exacerbated every summer when 10 million visitors arrive to enjoy our beautiful counties and who also need to be kept safe.

The PCC is proud of the incredibly difficult job our police force does with communities and other partners – to keep them safe and to support them. This work goes far beyond what people often perceive as policing – 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 do not always know how they can assist the police in resolving difficult problems and issues. The first section of this plan addresses those issues.

The PCC's ambition is to reinforce the link between the police and local communities. In particular, to help police better understand their communities by developing clear, easily understood ways to communicate between communities and their local policing teams.

Many local policing teams are already good at this but, in other areas, the practice is mixed. This plan proposes a range of measures that set service standards the public and their elected representatives can rely upon. Better understanding how people want to communicate locally with their police will give better 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**. In delivering this *Local Policing Promise* they will work together to make it easier to contact local police, to ensure a good quality of service on 101, to increase available resources to respond to emergency calls, to carry out prevention activity and to 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 locally based. To this end, the PCC is committed to ensure a police presence is maintained in all current localities but that the Chief Constable will also review how police stations which are currently closed to the public might better contribute to connecting communities.

The PCC is also keen to ensure that people can play their part in assisting local policing. One way the public can help is by providing police with local intelligence and it is important the right systems are 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.

Many of the problems impacting communities are complex and require partners to work closely together. The PCC's *Commissioning Intentions Plan* sets out how local bodies such as CSPs 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 better co-ordination and co-location of local partners to ensure that the most important issues are tackled jointly and effectively.

Devon and Cornwall Police employs around 5,000 police officers, PCSOs and police staff, but they can become even more successful by working better with the 1.7m residents and partner organisations.

Policing needs transformative change. Joint working will help ensure tax payers' money is used to make policing more effective and higher 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 the need to continue to work across borders to sustain many services and ensure public protection.

The PCC has led a strategic alliance with Dorset Police that brings together over 30 different business units achieving more efficient, effective and resilient policing. In addition, Devon and Cornwall works with other police forces in the south west and beyond on a range of specific business areas.

These arrangements deliver effective specialisms including forensics, counter-terrorism and support the work of the Regional Organised Crime Unit and National Crime Agency.

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.

Devon, Cornwall and the Isles of Scilly have national leading victim care services. Uniquely, the PCC's victim care unit works with 80 voluntary sector organisations through a Victim Care Network to provide high quality bespoke 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 those who suffer sexual offences and face the most challenging journey through the criminal justice process.

The PCC is also committed to a range of actions to prevent crime and, with the Chief Constable, has developed a programme of action in these areas. Central to this is a ground breaking approach to prevention – intervening early in the offending cycle to change offenders' behaviour to reduce the chances of them reoffending, and investing in early help services for young people, their families and those at risk of offending in the future due to their circumstances.

Every time a person offends or re-offends they leave behind victims and this can also have a negative impact on wider feelings of safety for the community and the local economy. While the police are there to bring offenders to justice they are also uniquely placed to try to change the behaviour of offenders and prevent future crime.

The PCC and the Chief Constable have established a small project team to investigate if a model of offender management, sharing many of the features of the PCC's victim care structure, could reduce future offending. This project team is working with other agencies and, most importantly, engaging 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 behaviour. If they fail to do so, the PCC expects them to face the usual consequences of their actions.

The PCC is also committed to a greater focus on keeping people safe online and developing a clearer approach to crimes affecting businesses, in particular on how the police and businesses can help prevent people becoming victims of online crime.

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 put a focus on people, ensuring that those employed by Devon and Cornwall Police get the support they need to develop the right skills to serve our communities effectively.

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

The full details of the *Police and Crime Plan* and its five priorities are set out in Section 2. The PCC has set a number of strategic measures and indicators to guide its work. These are not performance targets – but will enable the PCC and the public to consider and assess the extent to which the objectives of the plan are being achieved. These measures are set out in Section 3.

## 2. The Police and Crime Plan

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

To support this we must

- 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;
- ensure that people are better able to access the police and that when they do – that they get a timely response;
- 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 at the heart of this plan.

The plan recognises and reflects the important issues identified in the Peninsula Strategic Assessment.

The Peninsula Strategic Assessment provides a formal process that risk assesses crime, antisocial behaviour and disorder issues to identify emerging concerns and ongoing challenges. It highlights the main threats to Devon and Cornwall as domestic abuse, sexual offences, alcohol-related harm, providing an effective response to serious organised crime and the demand generated by mental health and troubled families.



## Priorities

### Key priority: Connecting communities and policing - the Local Policing Promise

To keep people safe the police service must sit at the heart of all communities in Devon, Cornwall and the Isles of Scilly – so they 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 communities is important to help improve policing – they are a vital source of intelligence which can help prevent crime and bring offenders to justice. They also play an active role in initiatives such as Neighbourhood Watch, Community Speedwatch and Flood Volunteers.

Devon and Cornwall Police was a pioneer of neighbourhood policing. Policing style and approach have evolved to reflect changes in resourcing, an increased focus on protecting from harm people who are vulnerable and the emergence of crime types such as cyber crime.

Policing models must evolve too. 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 even during times of change the connection to local communities must remain a priority and work must continue 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 communities with policing – to ensure policing in the local area is accessible, responsive, informative and supportive.



## What is local policing?

The public's perception of what constitutes local policing is often their local neighbourhood beat manager (NBM) or police community support officer (PCSO). Both are key parts of the local policing team – working day to day to keep their community safe, tackle crime and problem solve. But they are only part of the policing response that is regularly deployed in a local area.

When the public call the police for assistance, most often, it is a local response officer who will attend. When a crime or incident needs to be investigated – it will be officers or specialist police staff from local investigation teams who will take statements, gather and review evidence and investigate. Alongside these teams both roads policing and armed response teams work locally – dealing with road offences, road traffic accidents, crimes and incidents where weapons are involved and provide additional response support on other crimes and demands.



In delivering the Local Policing Promise, in particular the promise regarding 'Responsiveness', it is important to consider all these police roles, not just neighbourhood teams.

## Local policing that is....*accessible*

It is important that the public can contact the police easily so they can report crime and antisocial 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 ways 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 knows 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 is performing.**
  - **The Chief Constable will provide a range of 'remote' contact options to reflect a community's differing needs and preferences and to ensure 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 is 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 locally. 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 arrangements 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 and to take back matters to their own councils on behalf of the police.**
- *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 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. The operational need of the police estate continues to change over time – as crime and wider demand alters, the move towards more flexible working assisted by the roll-out of technology. This must be recognised – keeping under-utilised or unnecessary buildings ties up funds which can be spent in other ways.
  - **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 **Citizens in Policing Programme** aims to bring the public closer to the police, and increase community capacity and resilience. The programme looks to maximise the use of volunteers' skills, energy and commitment by integrating them further into the extended police family, and better connecting communities and policing.

- *Improving the PCC's understanding of local concerns.* It is important that the PCC understands the public's views on policing across Devon, Cornwall and the Isles of Scilly. This is the largest policing area in England – there is much ground to cover – and concerns vary depending on location, experience and circumstance. 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 her own 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 is ..... *responsive*

This section of the *Local Policing Promise* focuses on ensuring the police are there when needed and are responsive to the matter at hand. It is important they understand and respond to issues as well as providing feedback and updates to people who report crime, 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 so officers can concentrate on 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 investment in technology such as mobile data – to increase opportunities for police officers to stay out and about in local areas.**
- *Speed of attendance at emergency incidents.* When people contact the police in an emergency situation (most usually via 999) they must get there quickly. This is challenging in a large and diverse geographic area – particularly during the summer months when there is greater pressure on the road 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 a timely response to emergency calls.

- **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. They may be seeking an update on a matter they have raised previously. It is important the police 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 the police eyes and ears - improving how they get feedback will help them realise the importance of their actions so 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 understand their views on policing and to identify opportunities to work together. Both the PCC and the Chief Constable wish to have all crime reported to the police even when some people may be reluctant to report it.
  - **The Chief Constable will support the introduction of a third party reporting scheme across the police area, building on the 2015/16 pilot in Plymouth.**
  - **The Chief Constable will publish (in consultation with the PCC) a ‘Connectivity Plan’ setting out how he intends to engage with the public to understand their views on policing issues.**
- *Keeping local areas safe from national threats.* The PCC and the Chief Constable will work together to tackle extremism and to deliver the Strategic Policing Requirement – recognising the pivotal role 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 CSPs 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 in recent years – with the increased confidence in reporting crimes such as domestic abuse, modern slavery, hate crime and the exploitation of vulnerable people - as well as the growth in online crime.

It is important to take time to ensure the public is informed about what the police do and how well it is performing. Police and partners must also ensure the public has a clear picture of respective responsibilities on complex multi-agency issues such as parking, antisocial 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 technology and the internet to build a clear online presence in local areas.**
- *Removing confusion about the respective roles of police, local authorities and other partners.* The police work with partners across Devon, Cornwall and the Isles of Scilly to keep communities safe and resolve problems at the local level. In doing so, from a public view, the respective roles, responsibilities and actions of those organisations can be difficult to separate. This be confusing and frustrating, particularly about the kind of response that can be expected from each partner. The PCC will 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 antisocial behaviour.**
- *Communication and consultation. Effectively communicating, and where appropriate consulting, when significant changes are being made to local policing arrangements.*
- *Helping communities have a stronger voice in community matters.* Many decisions and issues that arise in a local community can impact on people's perception of their safety. Local authorities and CSPs play an important role in helping the public understand and take part in local debates on issues that affect them and the safety of their communities. Access to data, advice on how to engage with statutory processes and updates on activity all have an important role to play in helping local communities play an active role in decision making.
  - **The PCC will work with local authorities and CSPs to support them and to explore ways to help communities understand wider local issues which can have a significant impact on safety within communities, such as planning and licensing.**

## Local policing that is.....*supportive*

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

- *Ensuring the OPCC and the police work with communities not in isolation.* The PCC and the Chief Constable are committed to working closely with CSPs, safeguarding boards, blue light services, businesses and the voluntary and charitable sectors to support 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 CSPs 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 early 2017 following the budget confirmation 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 be focused, informed and well equipped to play their part.
  - **The PCC and the Chief Constable 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 police and partners on activity in the local area so schemes are well informed about police issues**
    - **Exploring how to make schemes more impactful in their community**
    - **Supporting investment in core equipment, where a case can be made.**
- *Keeping roads safe.* The PCC and the Chief Constable will work with partners and local communities (through Community Speedwatch) to enhance and support the response to road safety issues, including use of mobile phones whilst driving. The PCC wants to focus on changing public attitudes and driver behaviours to deliver change in this area.
  - **The PCC and the Chief Constable will work with the Peninsula Road Safety Partnership and other partners during 2017 to explore enhanced road safety initiatives – in particular a joint approach to prevent use of mobile phones whilst driving.**

- **The PCC will support Community Speedwatch schemes, 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 how they can help in a wider response to mobile phone use whilst driving.
- *Helping local authorities who wish to make better use of CCTV to keep communities safe.* High quality and interconnected CCTV systems can play a role in community safety. CCTV provision is not the responsibility of the PCC or the police, but the PCC recognises they can benefit the police, in particular aiding investigation and detection of crime. The PCC understands the challenges local authorities face in establishing and maintaining local CCTV systems – in particular the capital purchase of equipment, the complexities and costs associated with monitoring CCTV and regulatory compliance. The PCC has seen, with interest, the establishment of a centralised CCTV monitoring hub and service at Cornwall Fire and Rescue, and considers this development by Cornwall Council to present opportunities for other local authorities. The PCC has held exploratory discussions with local councils in Devon about potential for a similar centralised monitoring service. There is considerable interest. The PCC wishes to support local authorities – helping bring them together to explore opportunities and provide some contributory capital funding in support of developing interconnected, sustainable hubs for CCTV monitoring.
  - **From 2017-2020 the PCC will allocate capital funding, up to £200,000, to support local authorities. The PCC will publish a CCTV investment strategy by February 2017 – focused on supporting capital investment (not revenue costs) in interconnected, high quality and sustainable systems and the development of shared local authorities monitoring hubs.**
- *Working closely with partners to tackle antisocial behaviour.* The PCC recognises the impact that continued, severe and persistent ASB has on individuals and communities, and the feeling of safety. At times these may be complex, long running issues – involving a range of partners, all trying to resolve matters. The respective roles, responsibilities and actions of those trying to tackle antisocial behaviour are not always clear to the public. This creates confusion. There is a complex – and often changing - network of powers and legislative tools potentially available to the police and partners to try to resolve antisocial behaviour.
  - **The Chief Constable and the police will continue to play an active role through CSPs and their work with partners in trying to resolve continued, severe and persistent antisocial behaviour.**
  - **The PCC will review existing support services for victims of continued, severe and persistent antisocial behaviour.**

- *Playing a supportive role in keeping night-time economy areas safe.* Many towns and cities across Devon, Cornwall and the Isles of Scilly benefit from vibrant, popular night-time economies – all year round or during the busy tourist season. These night-time economies bring visitors who support local economies and are a welcome contribution to the mixed economy - but they do bring challenges for policing and community safety.

Drinking a lot of alcohol makes some people more vulnerable to becoming victims of crime and, sometimes, more likely to commit crime – in particular crimes linked to violence, criminal damage and public order. The impact of alcohol on safety within communities is well recognised within the Peninsula Strategic Assessment and the PCC and the Chief Constable are committed to working with partners on this important issue. Joint work to manage risk has been delivered successfully for many years – but this comes at a cost. Businesses are now taking a much more active role in managing the night-time economy and promoting responsible drinking – which is a positive development. The PCC and Chief Constable are particularly concerned about the extent to which people who have drunk too much 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 to tackle irresponsible licensing practices.**
- **The PCC and the Chief Constable will work with local authorities to support alcohol strategies and initiatives. In particular:**
  - **Championing schemes which help to reduce crime and harm 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 university locations and others areas where a need is demonstrated**
  - **Endorsing late night levy proposals from local councils and guaranteeing to recycle collected funds to support local initiatives linked to reducing harm in the night-time economy.**

## Priority: Preventing and deterring crime

The best way to keep people safe is to focus on prevention and stop people becoming victims of crime in the first place.

To do this consideration must be given to three factors - the victim, the offender and the location, and steps must be taken in all three.

The PCC's focus will be that prevention of crime and harm is at the forefront of police activity and is embedded in the whole force.

Local police teams play an essential role in preventing and deterring crime and the focus on better connecting communities and policing, in Priority 1 of this plan, supports work to help prevent and deter crime.

In particular the PCC and the Chief Constable will work with Local Criminal Justice Board (LCJB) partners, and others, to introduce new services and systems designed to prevent reoffending, to divert people away from crime and will make additional funding available to invest in this work.

### Approach to prevention

The PCC and the Chief Constable are fully committed to a preventative approach that is focused on three key areas:

- ❖ *Prevention in early years* - drawing on national best practice and evidence work will be developed with partners to more actively focus on those at risk of becoming offenders, in particular children and young people due to their circumstances, past experiences or mental ill health. The PCC and Chief Constable will work together with partners to scope a comprehensive package of early help aimed at preventing future offending with a focus on children and young people, families who are identified as at risk and those with complex needs such as mental ill health.
  - ❖ *Deterring future crime*. The PCC and the Chief Constable are committed to taking a partnership and multi-agency approach and to targeting more resources at working with offenders to stop them from reoffending. They will also support the prison service in its efforts to deliver appropriate rehabilitation to offenders serving a custodial sentence. More resources will be targeted at first time entrants to the criminal justice system (CJS) and those at an early stage 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 dealing with regular and persistent offenders – to disrupt their criminal lifestyle and stop them causing more harm to communities.
- The PCC expects the Chief Constable to ensure that prevention of crime and harm is at the forefront of policing activity, that these three elements form the bedrock of the approach to prevention and are embedded across the entire police service over the next three 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 to consider developing an integrated commissioning model for offenders which identifies gaps in existing services. This 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

The PCC wants to invest in activity that helps change the behaviour of criminals at an early stage. She is developing a scheme that will be: supported by victims; require commitment and engagement of offenders and ensure that when offenders do not engage they are subject to normal criminal justice sanctions.

This 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 shows 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 two 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 work closely with the National Probation Service and push for changes to the system in order to improve shared understanding of offenders and to seek all opportunities to improve the timeliness, quality and effectiveness of interventions.

Consideration will be given to what flexibility exists in the services they provide to reduce reoffending, if this can be increased and if the quality of interventions can be improved. The PCC will push for changes to the system where they are needed.

## Improving online safety

Responsibility for improving online safety does not rest with the police alone but policing has an important part to play in the collective response. The commissioner will play a unifying role in focusing activity to deliver a clear and unified response.

The PCC and the Chief Constable will continue to work with CSPs, trading standards, the UK Safer Internet Centre, South West Cyber Security Cluster, 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 to support vulnerable people, to help them protect themselves and avoid becoming online victims of sexual offences, harassment, fraud and bullying.

Those who seek to commit these crimes must also be disrupted and detected.

- ❖ 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
  - Building on our existing fraud volunteer programme
  - 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 will work closely with businesses to better understand their needs – drawing together representatives from a broad range of businesses to gather views on policing. 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 those who become so 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 those vulnerable to violence**
  - **the role of business in prevention**
  - **how businesses can support wider community safety initiatives.**

### **Priority: 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*, through the focus on reducing reoffending levels and preventing crime, to the creation of an end to end victim strategy and delivery of support to vulnerable victims of crimes through the Victim Care Network.

Through the *Police and Crime Plan*, the PCC will prioritise protection from harm of people at risk of abuse or who may be vulnerable, for example missing children. 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 referral to other agencies.

The PCC will work with local authorities, other partners and the voluntary and charitable sector, to commission high quality services to help protect vulnerable people. The *2017-2020 PCC Commissioning Intentions Plan* will also establish multi-year funding streams for commissioned services to improve service stability.

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, they must be supported and encouraged to come forward, to the police or to third parties. Victims must know that they will get the help and support they need to recover and that the police are committed to making the criminal justice system work better for them.

Protecting vulnerable people from harm is a core piece of work under the *Police and Crime Plan*.

The PCC and the Chief Constable will work with partners to engage those who might be at risk of abuse, or considered vulnerable, to educate and advise to help prevent them 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 vulnerable people is a shared responsibility and the *Police and Crime Plan* will support partnership working for safeguarding services. As part of this partnership the PCC will support the work of local safeguarding arrangements to deliver strong oversight and scrutiny of services to protect vulnerable children and adults.

The 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 better understand mental health needs in communities and ensure that the right services are being delivered which help them.

The PCC will campaign locally and nationally for additional investment in mental health services for adults and children. This 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, who is detained by 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 at risk of abuse or who are vulnerable – working closely with local authorities and the voluntary and charitable sectors:**
  - **focusing increasingly on prevention – supporting vulnerable people or those at risk of abuse and helping to prevent them becoming victims of serious crimes like fraud, scams, grooming and exploitation**
  - **actively working alongside partner agencies to identify and protect those at risk of abuse or who are 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 to make best use of available funding.**

- **The PCC and the Chief Constable will encourage reporting of crimes such as domestic abuse, modern slavery, sexual offences and hate crime:**
  - raising awareness of these crimes – to help empower 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 currently deter victims from coming forward
  - working with community partners to reduce tolerance of hate crime and other under-reported personal crimes and encourage witnesses to report
  - encouraging changes in the CJS to focus on the needs of victims and witnesses rather than the processes – to encourage victims to come forward and seek justice
  - demonstrating, in the approach to tackling offenders, that this issue is taken seriously.
  
- **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, and to provide the right 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 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: Supporting victims/witnesses and helping victims to get justice

Victims must be at the heart of all police work. Through this plan the PCC and the Chief Constable will seek to ensure strong wrap-around support services are in place for victims of crime and that victims and witnesses are supported 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.

Too often, the criminal justice system is slow and unsupportive of the needs of victims and witnesses. The PCC and Chief Constable will implement a range of actions to ensure that a 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.

### 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 an end to end wrap-around support service for victims of crime can be delivered. 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)
  - ❖ 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

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 CJS, 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 (CPS) 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 (RJ) process is a key feature of work under this priority.

As well as identifying local needs, and commissioning high quality services to meet those needs, the *Police and Crime Plan* will embed the culture of RJ across the police service and ensure 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:

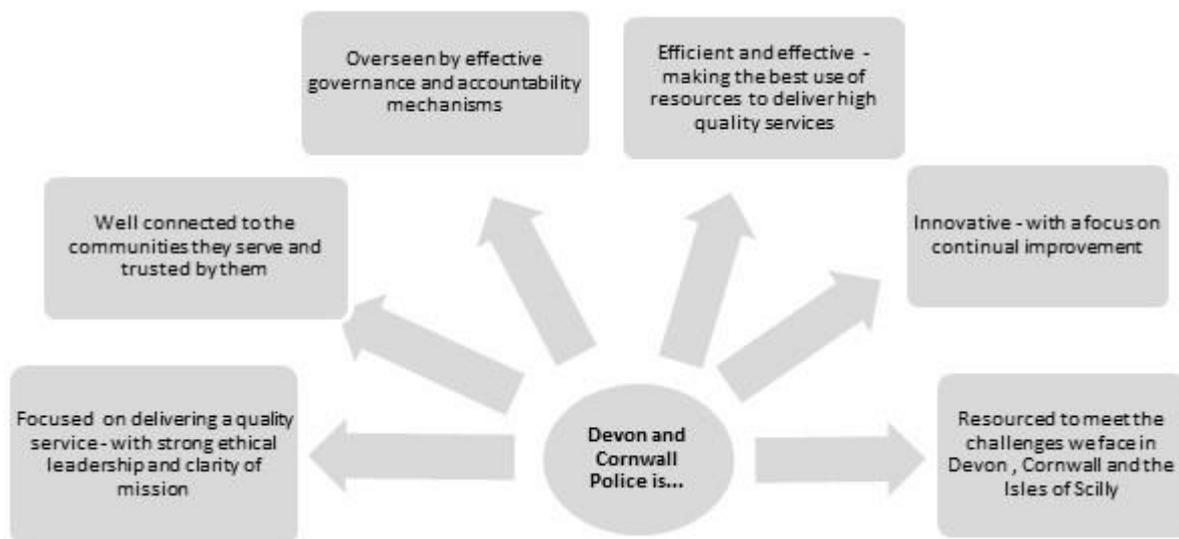
- ❖ Supporting the current independent academic evaluation of the Victim Care Unit and working with the Chief Constable to implement its findings
- ❖ Continuing to fund and develop the delivery of a comprehensive network of victim care services via the Victim Care Unit
- ❖ Reviewing regularly the range 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 to provide counselling and support to a wider range of victims in areas including abuse, exploitation, assault, bullying and harassment**
  - **Expand 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 Dorset PCC and the two chief constables to enhance victim and witness care which may be provided through our strategic alliance– identifying areas for collaboration and improvement.**

## Priority: 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 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 opportunities for greater co-location, information sharing and joint service delivery which will improve the quality of work, prevent crimes occurring, improve detection and speed up processes.

The graphic below explains what needs to be happen to achieve this.



Much good work is already going on in this the area, which will continue.

To support delivery of this priority, action has been focused in three key areas:

### Finance and resources

The PCC will focus activity on finance and resources on key activities to maximise resources for policing. This will include a fundamental budget review to make money available to the Chief Constable to maximise local policing. In addition the PCC will fund the development of an improved infrastructure that allows Devon and Cornwall Police to operate efficiently and effectively.

- **The PCC will work nationally and locally for changes to the police funding formula so it better reflects the demands faced in Devon, Cornwall and the Isles of Scilly.**

- Continue to actively contribute to the Home Office review of the funding formula throughout 2017 by building a strong evidence base on the impact of rurality and tourism on policing demand
- 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 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 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 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 collaboration and sharing 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 maximise 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 the Chief Constable, financially and strategically, to deliver a diverse, well equipped and well-structured policing service – which values and supports its personnel and represents the communities that it serves.

- **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 reflect communities.**

### Productive partnerships

Through this plan the PCC and the Chief Constable commit to support and grow partnerships – exploring all opportunities to keep the public safe within communities and improve efficiency and effectiveness. Partnership activity and collaboration sits at the heart of this plan's key priority – in terms of the supportive role that the PCC and the Chief Constable will 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 work, prevent crimes from occurring, improve detection and speed up processes if financially and operationally viable.

- **The PCC and the Chief Constable will work closely with and support a broad range of partnership activities, including working with CSPs, 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 the 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 the collaboration programme with local fire and rescue services – seeking deep operational collaboration across the organisations where it provides benefits for communities.**
- **The PCC and Chief Constable will focus on identifying new ways to share back office functions to generate savings as well as exploring ways to provide better services for communities 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.**

### 3. 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 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 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, the work of the police and to raise issues and concerns.

As part of the commitment in the *Local Policing Promise* to ensure policing is 'informative' the PCC will ensure 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 six months reporting on progress against the achievement of the actions set out in this plan. Alongside these measures the PCC will also take particular regard of HMIC findings and reports on Devon and Cornwall Police.

#### Assessment of progress on the key priority

The assessment will be through a localised qualitative survey based on HMIC's 2016 *Public views on policing* survey. This will allow results in Devon, Cornwall and the Isles of Scilly to be base-lined with national data.

National baseline: July 2016

Local baseline: Early 2017

Local final assessment: Autumn 2019.

#### Strategic measures

A series of strategic measures will be regularly assessed

- i. Regular qualitative surveying of the public to gain 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.....
  - 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 who 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 who have committed an offence in previous three years.
- v. Percentage of 101 non-priority calls answered within 10 minutes.
- 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 the plan’s key priority).
- 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.
- 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.

## 4. Approach to Scrutiny

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 require it.

The PCC recognises the importance of public accountability and wishes to ensure there are clear arrangements in place for the public to be kept updated on progress and where to seek further information should they require it.

It is the PCC's role to hold the Chief Constable to account for the people of Devon, Cornwall and the Isles of Scilly. The PCC will scrutinise 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 ICT change is being delivered. The OPCC will publish an Accountability and Scrutiny Programme that will spell out clearly how the PCC will carry out these activities.

The Police and Crime Panel is charged with scrutinising the PCC. This is an important part of the democratic process – holding the PCC to account on behalf of the public. The PCC is fully supportive of the Panel's role and will work collaboratively with the Panel.

## 5. The *Policing Vision 2025* and its link to the *Police and Crime Plan*

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 National Police Chief’s Council (NPCC) and Association of Police and Crime Commissioners (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.