



Annual Report

2025-26



PCC

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Crime Commissioner
Devon and Cornwall

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Alison Hernandez

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

Introduction from the Commissioner

Welcome to the annual report on the work of my office and the delivery of its statutory responsibilities for 2025-26.

I am now completing my tenth year as Police and Crime Commissioner and continue to remain proud to serve the public and committed as ever to improve policing services. As the Police and Crime Commissioner for Devon, Cornwall and Isles of Scilly I am responsible for the overall governance of policing in Devon, Cornwall and the Isles of Scilly. This includes all police funding (capital, revenue and investments) and all income for Devon and Cornwall Police as well as the ownership of most assets and the ownership and management of the police estate. You can read more about this in my Annual Governance Statement.

There is no doubt that 2025-26 has been challenging both locally and nationally. Local leadership challenges for policing were largely resolved during 2025 and stable and experienced operational leadership continues to be provided by Chief Constable James Vaughan QPM. Under the leadership of Chief Constable Vaughan, Devon & Cornwall Police was removed from HMICFRS enhanced monitoring, reflecting the commitment of officers, staff and volunteers to deliver continuous improvement.

It is now easier than ever to contact the police – the average answer time for 999 calls was 5 seconds and for the 101 non-emergency service the average answer time was 4 minutes and 2 seconds.

Further changes to policing funding arrangements and the late announcement of the police funding settlement in December 2025 added complexity to strategic planning arrangements and a further reliance on local taxation (43%) to deliver policing across both counties and islands.

Partnership working remains at the heart of our approach. Whether through hotspot policing, our Councillor Advocate scheme, the work of Community Safety Partnerships or the delivery of specialist services for victims of crime, we continue to bring together local authorities, health partners, the voluntary sector and communities themselves to tackle issues that matter to them most.

This year has also seen important developments in our response to serious violence, drug and alcohol related harm, and violence against women and girls, with a renewed focus on disrupting perpetrators and preventing harm.

In November 2025, the government announced that police and crime commissioners will be abolished when their current terms of office end in May 2028. The subsequent announcement of the policing reform white paper (from Local to National: A New Model for Policing) intends to change the governance and delivery models and the boundaries of policing in England and Wales over the coming years.

This announcement and the impending changes to local government are now inextricably linked. In areas which are unlikely to have a mayoral governance model such as Devon and Cornwall, the proposed new model will be a Local Policing Board made up of leaders of upper tier local authorities. The details of these arrangements are yet to be worked out by the government.

What is clear is the need for strong, stable and experienced leadership in policing without the distractions of external process changes to be able to focus on policing's primary purpose of preventing and detecting crime.

The breadth of the work within the auspices of police and crime commissioners continues to evolve despite the proposed changes. Partnerships and collaborations have become more complex and working across geographic boundaries is a vital component of influencing and improving systems. My office remains at the forefront of innovation and being creative with the way it develops and influences partnership to reduce victims of crime and reduce reoffending.

There is a consequential impact from changes elsewhere in the public sector to policing and my office. The changes to NHS England, Integrated Health Boards, Local Government Reorganisation and devolution, to name but a few, are challenging the partnership landscape and making short and medium-term funding decisions difficult.

Scrutiny remains a core area of focus. Although this remains part of business as usual, my office also undertakes formal scrutiny of key areas of concern. In 2025-26 this resulted in scrutiny activity including: Out of Court Disposals, Victim's Code of Practice, welfare and legal services in custody, and file quality.

Looking ahead, the policing landscape continues to evolve. As we face the abolition of police and crime commissioners in 2028, and the most significant changes to policing nationally in decades in the years to come, it is more important than ever that we maintain focus and continue to influence change in the best interests of the public.

My focus remains on the delivery of my Police and Crime Plan priorities, and this annual report shows a sample of the progress and activities within each of these.

I am grateful to the Chief Constable, our partners and the dedicated staff, officers and volunteers who work tirelessly to keep our communities safe. Most importantly, I want to thank the residents of Devon, Cornwall and the Isles of Scilly for their continued engagement, challenge and support. Your voice remains central to shaping the future of policing in our region.



Year in numbers



Officers added to the force since the start of the Commissioner's term: **686**



In 2024-25: 80

80

cases reviewed as part of Out of Court Resolution Scrutiny Panels in 2025-26



In 2024-25: 150

PCSOs as of March 2026:

176



12 months to March 2025: 121,659

Crimes recorded in the 12 months to March 2026:

122,351



In 2024-25: 28,346

Victims referred to commissioned support services in 2025-26:

31,585



In 2024-25: 141

85

Police Complaint Reviews completed in 2025-26



In 2024-25: 1,915

1,533

members of the public responded to our policing and budget survey in 2025



In 2024-25: 15

29

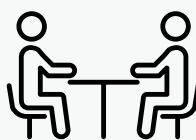
police misconduct hearings supported by the Commissioner's office in 2025-26



In 2024-25: 3,610

Police officers as of March 2026:

3,610



In 2024-25: 135

128

visits made by Independent Custody Visitors in 2025-26



1,058,439

vehicles monitored by Vision Zero South West and 1,235 phone and 4,262 seatbelt offences detected (Jul - Dec 2025)

01 Holding the police to account

“My duties and responsibilities as Police and Crime Commissioner are extensive and wide ranging”

As you read the report, you will gain an understanding of the breadth and scope of the role, which includes, among many other matters:

- Ensuring an effective and efficient police force
- Holding the Chief Constable and police service to account
- Responsibility for police main grant and other grants from central and local government
- Setting the police budget and local policing precept
- Ensuring an effective and efficient criminal justice system
- Convening partners to find solutions to complex issues such as serious violence
- Commissioning victim support services
- Preparing and issuing a Police and Crime Plan
- Appointing a Chief Constable and dealing with any misconduct matters associated with this role
- Commissioning more than £9 million of services to help victims of crime cope and recover



Police and Crime Commissioner Alison Hernandez with Devon & Cornwall Police Chief Constable James Vaughan

Improving accountability and holding the Chief Constable to account for the performance of their organisation is a fundamental aspect of the work of a Police and Crime Commissioner (PCC), and I have carried out a fundamental review of accountability processes to ensure this work is focused and impactful.

This has included the introduction of a new governance process - the Commissioner's Accountability Board. This new style of accountability process allows me to focus on my areas of concern informed by the public and ensures a high standard of service is being delivered. I publish the outcomes of this process every meeting.

Accountability and governance

There are three primary governance boards between my office and Devon & Cornwall Police; my Commissioner's Accountability Board, the Police Conduct Oversight Board and the Resources Board. A further Working Together Board oversees the services delivered within the Strategic Alliance with Dorset Police.

These meetings and other governance arrangements continue to support me in holding Devon & Cornwall Police to account and help set the strategic direction for the force.

I am responsible for ensuring that my role as the PCC is conducted in accordance with the law and high standards, and that public money is

safeguarded, properly accounted for and used economically, efficiently and effectively. This includes the maintenance of a sound system of internal audit control and that arrangements are in place for the management of risk.

My Annual Governance Statement (AGS) reflects the established governance framework and it is published alongside my annual accounts. A joint corporate governance framework also sets out how governance operates for both the Chief Constable and myself. In addition, I continued with the established arrangements for holding the force to account, adhering to the principles set out in the Policing Protocol 2011.

The Joint Audit Committee provides independent assurance on the governance, risk management and internal control frameworks, through its oversight and scrutiny of the work of Internal Audit, External Audit, inspectorate reports and risk registers. It provides this service to both the Chief Constable and myself. Further assurances are obtained via the Annual Governance Statement, the Statement of Accounts and review of the Scheme of Governance. The Joint Audit Committee meets in public. Accountability and governance documents are published on my website.

Scan to view
our financial
documents or
click [here](#)



Police performance

In July 2025, Devon & Cornwall Police was removed from the 'engage' phase of monitoring by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), marking a significant step forward in the force's improvement journey.

Devon & Cornwall Police has made demonstrable progress across several critical areas. Improvements to the force control room have contributed to sustained reductions in the 101 call abandonment rate, sexual offenders are now being managed more effectively

and in line with national guidance, and crime recording processes have strengthened, with greater confidence in frontline officers' understanding of investigative planning and supervisory oversight.

Although crime recording standards and quality of investigations remain causes for concern, the decision to remove the force from 'engage' reflects meaningful progress and a renewed focus on delivering consistent, high-quality policing across Devon, Cornwall and the Isles of Scilly.



This report outlines the action taken and what has been achieved over the course of 2025-26 as a result of working with the police and through strong partnerships across Devon, Cornwall and the Isles of Scilly. Progress includes, among many other matters:



The return of
121 police patrol officers to the front line under Op Resolve



Appointment of
49 new Police Community Support Officers



Introduction of a disruptive approach to combat male Violence Against Women and Girls agenda



Continued to **drive improvements in emergency call performance** on both 999 and 101 calls



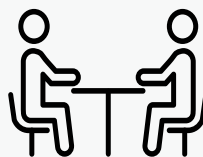
Delivered
Hotspot Policing in 15 areas

across Devon and Cornwall with additional financial investment

Maintained awareness of Op Snap enabling more people to provide dashcam evidence of dangerous driving, resulting in **28,476 submissions** – with **17,540 positive outcomes**



Introduction of the
Neighbourhood Policing Guarantee



Commissioned over **40** support services for victims of crime

Continued to **fund specialist victim support services**, and Independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs) across the region



Supported the Chief Constable to introduce a **new efficiency and productivity programme** both within Devon and Cornwall and across the strategic alliance with Dorset

Supported almost 31,600 victims through Ministry of Justice funded services



Invested in **prevention and intervention** to prevent and tackle crime, promote community safety and rehabilitation



Supported local communities, through my **Commissioner's Grant Scheme** administered through **Devon Community Foundation and Cornwall Community Foundation**.

The police play a pivotal role, working in collaboration with various stakeholders, to proactively address local issues, share critical information and work towards reducing repeat offences.

The Performance Scorecard for the Police and Crime Plan 2024-29 provides an overview of progress in achieving the specific measures outlined in my plan and these are reported on to the Police and Crime Panel.

Custody scrutiny inquiry: welfare and legal service

This year my office undertook a scrutiny inquiry which examined the welfare and legal services provided to custody detainees across the force's six custody centres, to determine the quality, timeliness and equality of access. These services were:

- **Legal services**
- **Healthcare**
- **Mental healthcare**
- **Appropriate adults**
- **Translators**
- **Drugs and alcohol services**
- **Faith support**

The scrutiny inquiry found that welfare and legal services provided to detainees were inconsistently provided across the force's six custody suites. In addition to impacting detainee welfare, these inconsistencies can have a negative impact upon the timeliness

of investigations and can be to the detriment of victims of crime.

The full findings of the scrutiny inquiry and accompanying recommendations were published in November 2025 and can be viewed by scanning the QR code.

Scan to view the custody scrutiny report or click [here](#)



Scrutinising and reviewing public complaints against the police

Feedback from the public on the service they receive from policing is an essential part of organisational development. If the public are dissatisfied with the service they receive from Devon & Cornwall Police, they can make a complaint to the force's Professional Standards Department. In the past year, the department received around 2,400 complaints.

The force's handling of complaints received from the public has been an area of concern and enhanced scrutiny of mine for some time now. To help improve the public's confidence in policing, I have invested an additional £500,000 in order to expand the force's Customer Service Team and improve the service that they provide.

However, despite this investment, and although I can see that some improvements have been made, I am

not yet assured that public complaints are being dealt with in a consistent, timely manner. As such, I will continue to maintain strong oversight of this area, and will consider all options that are available to me, to help bring about a better service for the people of Devon, Cornwall and the Isles of Scilly.

If the public are unhappy with how their complaint was handled by the police, they can ask my office to conduct an independent review.

In the 12 months to March 2026, my office received 151 requests for a complaint review. Of these, 125 were triaged and completed to outcome. 85 requests were assessed as valid, and a full complaint review was completed. Of these, 31 (36.5%) were 'upheld', meaning the complaint outcome reached by police was not reasonable and proportionate.

As a result of the 'upheld' reviews, 50 recommendations were made to the police, including asking police to undertake further enquiries, apologising to complainants, and providing additional information and explanation

Criminal justice scrutiny

Ongoing scrutiny is an essential part of how my office assesses police performance and the delivery of my Police and Crime Plan. With the support of partners, I undertake regular scrutiny across the criminal justice partnership for Out of Court Resolutions (OoCRs) and

to assess quality of compliance with the Victims' Code of Practice (VCoP) and this is an established process overseen by the Local Criminal Justice Board which I chair.

Holding one scrutiny panel a month, this provides regular and valuable insight, highlighting themes and areas for improvement, whilst also recognising good practice which supports criminal justice agencies to develop policy, learn and improve. Themes include:

- Domestic abuse cases
- Stalking or harassment offences
- Shoplifting
- Drug possession

Scan to view
the VCoP panel
outcomes or click
[here](#)



Protests and disorder

A larger than usual number of protests across the force area and nationally have placed policing under additional pressure with requests for readiness to mobilise officers as part of national contingency plans in summer 2025 coinciding with local operation demand and the seasonal peak in annual leave.

The Chief Constable has kept me updated on the impact of policing protests through the Commissioner's Accountability Board, and I receive a regular briefing on large scale or

politically sensitive protests and how the impact on communities is being managed.

Devon & Cornwall Police also provided an update on policing protests at a Councillor Advocate Seminar I convened in March, which outlined the legal framework that guides protest policing, emphasising the duty to facilitate peaceful protest while taking proportionate action where criminality occurs.

Engagement with the policing inspectorate (HMICFRS)

His Majesty's Inspectorate of Constabulary, Fire & Rescue Services (HMICFRS) independently inspects and reports on the effectiveness and efficiency of Devon and Cornwall Police as part of its role across England and Wales.

These inspections assess how well the police force performs in keeping people

safe and reducing crime, identify areas for improvement, and highlight issues of significance among police forces.

HMICFRS provides information to the public, by publishing inspections online about the force's performance and makes recommendations, to help Devon and Cornwall Police deliver better policing to communities.

HMICFRS evaluates areas of force performance against its Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection framework, which scores each area as inadequate, requires improvement, adequate, good, or outstanding.

The latest PEEL inspection of Devon and Cornwall was undertaken in early 2026 and we are anticipating the publication on the outcomes of this in June 2026. In addition, I respond to all HMICFRS thematic inspections which occur nationally through the recognised feedback portal.



02 Responding to the public

“Over the past three years the force has made several changes to improve performance”

There are various ways that members of the public can contact Devon & Cornwall Police, whether in an emergency or non-emergency. This includes the 999 and 101 telephone service, online, or in person through a public enquiry office (PEO).

Over the past three years the force has made several changes to improve performance within its contact centres; most notably with review of processes, and the introduction of a performance framework.

Consequently, there have been significant and sustained improvements in contact services which have resulted in tangible benefits to the public. This includes a reduction in 999 and 101 wait times, reduced abandonment of 101 calls and the reopening of PEOs.

Devon & Cornwall Police's Contact and Resolution Command (CRC) manages both emergency and non-emergency calls, as well as online reports and enquiries made via the force's website. The CRC operates 24 hours a day, 365 days a year.



In the 12 months to March 2026

859,000

**contacts were
received
through
the CRC**

999 calls

307,865

101 calls:

474,997

101 emails and texts:

75,953

999 emergency calls for service

In the 12 months to March 2026:

- The proportion of 999 calls answered within 10 seconds remains above the Commissioner's target of 90% - 92.9% of 999 calls were answered within the service standard aim of 10 seconds compared with 94.8% of 999 calls last year.
- The average answer time for 999 calls to be answered was 5 seconds and performance remains stable compared with last year.



101 non-emergency calls for service

In the 12 months to March 2026:

- The average wait time a caller to the 101 non-emergency service waited to report a crime or incident was 4 minutes and 2 seconds and shows stable performance compared with last year (4m 11s) and considerable improvement compared with two years ago (25m 56s).
- 11.9% of 101 calls were abandoned by the caller (before the call could be answered by a call handler) - a slight improvement since last year (12.9%) and a significant reduction compared with two years ago when the abandonment rate for 101 calls stood at 44.9%. Despite, the improvement in performance, the 101-call abandonment rate has not yet reached the Commissioner's target of less than 5%.
- 87.2.% of 101 calls were answered within 10 minutes and performance has not yet met the Commissioner's target of answering 90% of 101 calls within 10 minutes.
- The average time to respond to online contact was just under 14.5 hours.

I have been assured that improved service delivery has been achieved and will continue to monitor ongoing performance as part of my delivery of the Police and Crime Plan 2025-29 to ensure this position is sustained.

03 Leadership and performance

“Operation Resolve is a phased approach to stabilise, sustain and strengthen police patrol capacity”



OP Resolve

Since September 2025, the Chief Constable has prioritised strengthening frontline resilience, with a particular focus on restoring patrol teams to their designated establishment numbers.

Known as Operation Resolve, this has been a phased approach to stabilise, sustain and strengthen police patrol capacity between September 2025 and April 2027.

By the end of March 2026, 121 officers had joined police patrol teams.

I have supported the Chief Constable's changes to the senior rank structure to maximise the number of officers in frontline roles. This includes the removal of around 60 senior rank posts, enabling approximately 60 constables to return to frontline policing. Alongside this, several temporary roles that had been drawing officers away from core duties have been reduced or removed, allowing 46 officers to return to patrol.

Recruitment activity was rebalanced to attract more experienced transferee officers, with 57 joining by March 2026. This additional experience sits alongside 94 student officers achieving independent patrol status by the end of March 2026.

Strategic policing requirements

The Home Secretary has identified six national threats that all police force areas must demonstrate they have the plans and capability to respond to, in addition to regular policing requirements. The threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces, resulting in a national response.

They are:

- **Violence against women and girls**
- **Terrorism**
- **Serious and organised crime**
- **A national cyber incident**
- **Child sexual abuse**
- **Public disorder**
- **Civil emergencies**

I will hold the Chief Constable to account for the delivery of the Strategic Policing Requirement (SPR) and National Policing Priorities and will work nationally and regionally to respond to these threats.

I have ensured it has been properly considered in developing my Police and Crime Plan 2025-29.

The SPR supports police and crime commissioners and chief constables to plan, prepare and respond to these threats by clearly linking the local, regional and national responses and highlighting the capabilities and partnerships that policing needs to ensure it can fulfil its national responsibilities.

I ensure that Devon & Cornwall Police has the capacity and capability to respond to national policing threats and is working cooperatively and in collaboration with other police forces and agencies to achieve this.

To ensure that the regional and national collaborations are effective, I continue to host a small Regional Policy function that works across the five Police and Crime Commissioner areas in the South West region. This enables a greater



level of oversight and scrutiny activity under the main areas of regional and national collaboration and ensures that the collaborations remain effective and lawful.

Through this collaboration there has been ongoing engagement and appropriate oversight of national projects, for example, the National Police Air Service (NPAS) and its relevance as advancing drone technology gives police forces different options. However, it continues to be mandated by the Home Secretary that forces should collaborate on the provision of a national police air capability.

The south west remains at the forefront of work to extend the use of drone technology and Devon & Cornwall Police is leading the way in this area. I have continued to work with key partners, to review regional governance arrangements to ensure matters in relation to key thematic areas, including domestic abuse, sexual assault and abuse, modern slavery and human trafficking, and exploitation and missing persons, can be discussed and escalated. These governance structures are key to partnership working and one of the ways I use my convening powers to improve collaboration across the system.



04 Antisocial behaviour

“Reducing antisocial behaviour remains one of the public’s highest priority areas”

Hotspot Policing

Over the past two years, Hotspot Policing has become a significant part of Devon & Cornwall Police’s neighbourhood policing response, providing an evidence-led way of directing visible patrols, enforcement, problem-solving and partnership activity into the public locations experiencing the highest levels of antisocial behaviour (ASB), serious violence and repeat demand.

During the Home Office funded phase, from 2024 to 2026, delivery focused on 15 hotspot towns across Devon and Cornwall, identified through analysis of ASB and serious violence data and supported by local operational knowledge. The approach has not simply been about increasing visibility, but about using targeted patrols, structured problem-solving and local partnership activity to strengthen grip in the places causing the greatest public concern.

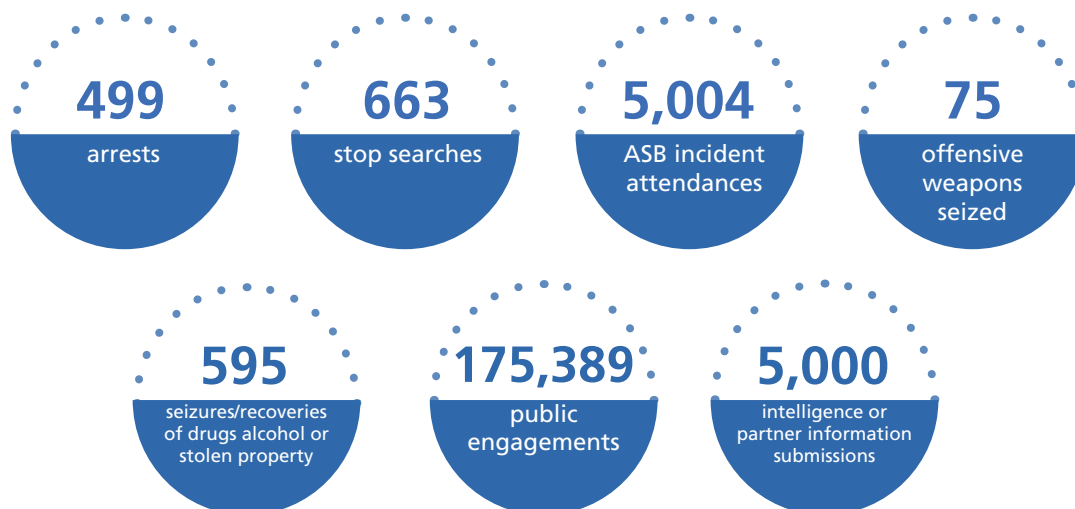
This demonstrates that hotspot policing has been much more than a reassurance initiative; it has generated



Hotspot patrol officers in Truro

Between April 1, 2024 and March 31, 2026

The programme delivered substantial operational activity across hotspot towns, including 44,132 visible patrol hours by police officers and CSAS-accredited street marshals.



enforcement, intelligence, safeguarding, public engagement and repeat visible presence in locations experiencing significant harm. The programme has also strengthened delivery infrastructure through IT developments, improved tasking and supervision, stronger partnership coordination and consistent Community Safety Accreditation Scheme (CSAS) provision across street marshal providers.

The emerging performance picture is positive, while recognising that Hotspot Policing is a multi-component intervention involving police patrols, street marshals, outreach, target hardening and wider partnership problem-solving.

In 2025-26, the first full year of delivery, combined hotspot areas showed a

reduction in ASB and serious street violence which was 9% larger than the reduction seen across the force, with particularly strong relative reductions in some locations including Bideford, Paignton and Camborne.

The Home Office has changed the funding model for 2026-27, and therefore hotspot policing will be delivered as part of business-as-usual neighbourhood policing, with hotspot locations identified in each of Devon & Cornwall Police's 27 sectors specifically focused on knife crime concentration areas.

Scan to view a video about hotspot policing or click [here](#)



Community Safety Accreditation Scheme

The Community Safety Accreditation Scheme (CSAS) continues to play an important role in supporting visible, practical safety across Devon and Cornwall. The scheme enables the Chief Constable to give partners working in community safety or traffic management roles to exercise a limited range of powers normally reserved for the police. Accredited staff often include street marshals, park wardens, security officers and parking attendants, all of whom contribute to reducing crime, disorder and antisocial behaviour. We use this scheme extensively in Devon and Cornwall with the support of our communities.

Depending on local need, accredited individuals may be granted powers such as requesting an offender's name and address, issuing fixed penalty notices, confiscating items like alcohol or tobacco, or directing traffic. These additional powers help partners respond quickly and proportionately to issues that affect public confidence and neighbourhood safety.

Devon and Cornwall remains one of the few areas nationally making full use of CSAS, and the scheme continues to grow. As of April 2026, there were 233 accredited people operating across 37 schemes, and from April to December 2025, CSAS-accredited street marshals carried out 11,732 hours of foot patrols in antisocial behaviour hotspots across Devon and Cornwall.



CSAS accredited officers on patrol in Camborne

Street Focus (Torquay & Camborne)



Police and Crime Commissioner Alison Hernandez with Mayor of Camborne James Ball, front, and partners

Since its launch in 2024, my Street Focus project has continued to grow into a collaborative and creative way of tackling long-standing issues in parts of Torquay and Camborne, bringing together partners to improve safety, restore confidence and strengthen the sense of place.

In 2025, Street Focus Torquay was shortlisted for Best Project award at the Resolve UK ASB awards, recognising the strong, collaborative effort by all

partners which has led to tangible results, including an increase in feelings of safety and visibility of police.

In Torquay, the work has centred on Castle Circus, where coordinated enforcement, community engagement and environmental improvements have been used to address persistent antisocial behaviour (ASB) and criminality. What has emerged is a more joined-up approach between the police, local authorities and community

organisations, each playing a part in reshaping an area that had faced challenges for many years.

To support businesses in Torquay town centre, my office funded a year's free membership of business crime prevention partnership UK Partners Against Crime across Torbay. The scheme has now been extended across Devon and Cornwall.

In Camborne, work is progressing with the support of the Mayor of Camborne, Councillor James Ball.

A recent visit focused on engaging with young people at Cornwall College Camborne, with an aim of creating meaningful youth-led conversations to better understand their concerns about safety in the town, while building positive long-term relationships between young people, the police and local partners.

I have committed a significant two-year financial investment to support and further build on the work already being undertaken by partners and police.

This investment will be used for the following:

- ① Continue financial contribution: towards the established dedicated ASB officer in Camborne, and recruit a new ASB officer role in Redruth
- ② Fund a youth substance misuse worker: working directly with young people across the Camborne, Pool and Redruth area
- ③ Wider Youth Programme Funding: local grant scheme administered through the Safer Camborne and Redruth Partnership for local providers/ grassroots organisations to apply for with focus on diverting young people from ASB



Police and Crime Commissioner Alison Hernandez with students from Cornwall College Camborne

Antisocial behaviour legal advisor

My office has continued to fund specialist legal support to strengthen the response to antisocial behaviour (ASB) across Devon and Cornwall.

Since October 2024, two dedicated legal roles have been introduced, including the force's first ASB legal advisor. These roles work alongside neighbourhood policing teams to ensure that the full range of legal powers is used more quickly and effectively to tackle persistent ASB, including drug-related activity and disorder and protect vulnerable individuals.

This targeted legal support has significantly increased the use of enforcement tools, particularly closure orders, which allow properties to address issues linked to ongoing ASB to be temporarily shut down. This has enabled faster and more decisive action to address issues affecting local communities and reduce the impact of repeat incidents.



In 2025-26:

13

Civil injunctions
(mix of adult and children)

50+

Community Protection Warnings and Notices

1

Animal Welfare Act

10+

Criminal Behaviour Order
applications (prosecuted by CPS)

72

Closure orders
including extensions

- 22 in Exeter
- 2 in Brixham/Paignton
- 3 in South Devon
- 11 in Teignbridge
- 17 in Torquay
- 17 vape shops across South Devon (inc Teignbridge), Torbay and Exeter

Night buses

The Saturday night bus services funded by my office continue to grow into one of the most practical and reassuring elements of the Street Focus project, helping to keep people safe after dark and reduce antisocial behaviour and other issues associated with the night-time economy.



Police and Crime Commissioner Alison Hernandez at the launch of the night bus in Exeter (top) and Newquay (below)



Between May 1 and December 31, 2025, more than 16,000 people used the Saturday night bus services, averaging around 530 passengers per Saturday night across all routes. This continued demand is supporting public safety and reducing vulnerability, and because of this success funding has been committed to continue the service throughout 2026.

Services operating in Devon are:

- Exeter to Cullompton, Cranbrook, Crediton and Exmouth
- Barnstaple to Bideford and Ilfracombe Plymouth to Tavistock and Saltash
- Torquay to Paignton and Brixham

Two services from Newquay will be operating from May to September 2026, which includes a new service to Perranporth.

CCTV investment

In September 2025, my office relaunched an initiative to support councils in enhancing their CCTV schemes, with the aim of strengthening community safety and helping the police identify offenders more effectively.

This investment directly supports the priorities in my Police and Crime Plan, including tackling antisocial behaviour, drugs and alcohol, serious violence and theft. It is designed to help communities take proactive steps to address these issues by improving surveillance coverage and supporting local problem-solving activity. Improved CCTV capability also provides reassurance to residents and businesses alongside supporting police investigations.

Due to the high level of demand and the number of applications received, I agreed to more than double the funding available for this scheme, bringing the total investment to almost £300,000. This has enabled more communities to benefit from improved CCTV provision, including 22 locations where no CCTV previously existed.

In total, more than 40 towns and parish councils, voluntary sector organisations and other eligible community groups (see table below) have successfully received funding to improve or upgrade CCTV equipment and associated infrastructure. The level of engagement with this scheme and the clear commitment from local communities to play an active role in improving safety in their areas is encouraging.

Noise cameras

By the end of November, my office had received almost 30 enquiries about noise camera enforcement model being developed by Devon & Cornwall Police and local councils to tackle antisocial, noisy driving.

Of these, 20 enquiries came from residents in Devon and nine in Cornwall, with additional interest expressed by seven councillors and one police inspector. This level of engagement reflects growing public concern about persistent vehicle-related nuisance and the appetite for practical enforcement tools to address it.

In response to long-standing issues in Paignton, I facilitated the relocation of a noise camera to support targeted enforcement in the area.



The noise camera in Paignton

05 Serious violence

“I continue to build on the delivery of the collaborations which comprise the Serious Violence Duty delivery locally”

The Serious Violence Duty requires a range of authorities to work in partnership to formulate an evidence-based analysis of serious violence in a local area, and to use this to develop a partnership delivery plan.

I continue to support each of the four local partnerships across the peninsula

to meet the requirements of the Duty, by raising awareness and providing regular briefings on the Duty, sharing best practice, providing data to develop needs assessments, contributing to or delivering on key areas of their plan to tackle violence and providing key information and resources into local partnerships.



Police and Crime Commissioner Alison Hernandez presenting at a Serious Violence Summit in Plymouth

Disruptive approach to violence against women and girls

In July 2025, I brought together more than 50 organisations from across Devon and Cornwall for a disruptive ideas event focused on tackling violence against women and girls (VAWG).

The aim was to create space for partners to think radically about what could be done differently, drawing on a wide range of perspectives and building on ideas submitted through a wider public appeal.

The overall objectives were:

- To provide a programme of work to test disruptive approaches based on the feedback and evidence available to my office either as a single agency or in partnership with others.
- To provide a clear communications strategy around all disruptive ideas to ensure that the public are aware of the innovation in delivering this aspect of my Police and Crime Plan, and to be seen to be vocal about a lack of tolerance around violence against women and girls across Devon, Cornwall and the Isles of Scilly.

The session helped shape a programme of work designed to test new approaches in partnership with others, with ideas distilled into two primary areas of focus as well as a range of new interventions to capture some of the current service gaps identified at the disruptive event.

There are several strands of work under this programme each at different stages of development including:

A male allyship programme pilot project in Cornwall

Strong male role models in our society are a vehicle to challenge social norms, such as gender norms and entitlements and provide a counter narrative to media portrayal of male aggression being normal behaviour, objectifying of women and girls and the difficult issues of consent in sexual relationships. Respect for women and prioritising the safety of women and girls in all scenarios are the key to helping to change perception.

Some of these opportunities are presenting themselves currently across Devon and Cornwall and this office aims to support their continued growth and champion further work to enhance and amplify its reach. Legacy programmes of work such as a Safety of Women at Night Charter, policing activities which target predatory behaviour, bystander interventions and transformative men's groups could also be amplified through this work.

My office is working with the former High Sheriff of Cornwall to bring together those currently working in this space across Cornwall (as a pilot area) and encourage wider take-up of the outcomes of this work by targeting and recruiting male mentors to develop a programme of activity

to build momentum, develop skills, and create legacy programmes such as transformative men's groups to provide safe spaces for men to unlearn harmful behaviours, discuss vulnerabilities and commit to being allies and public voices to improve women's and girls' safety.

Initially this will involve engaging leaders of events and organisations catering largely for men, such as football and rugby clubs, large employers of men, existing men's groups such as Band of Brothers in Cornwall, and similar organisations across both counties. This programme needs to encompass small steps which build momentum over time, such as signing up employers to a new charter of behaviours, and developing training programmes for mentors to give them the skills to have difficult conversations.

My office launched a focus on this work on International Women's Day in March 2026, with an escalation of activity towards the 16 Days of Action in October and November 2026.



Scan to view a video celebrating International Women's Day or click [here](#)

Youth justice violence prevention

Work to prevent youth violence has continued to develop into a more coordinated and preventative system, shaped by closer partnership working and a clearer understanding of the

risks facing young people across the peninsula.

A dedicated youth justice role within my office now works directly alongside the Youth Justice Service, helping to bring agencies together more consistently and ensuring that young people who are beginning to show signs of vulnerability or harmful behaviour are identified sooner and supported through a more joined-up approach.

Scrutiny of out-of-court resolutions have also played an important part in this preventative work. The panel responsible for overseeing these decisions has focused on cases involving weapons and sexual offences, ensuring that resolutions are used appropriately and that they contribute to reducing future harm.

New sexual violence contract

A new, integrated sexual violence support service for Devon, Cornwall and the Isles of Scilly funded by my office commenced in early 2026. This marks a shift towards a more coherent, trauma-informed system of support, bringing together a range of specialist providers to create a service that is easier to navigate and more responsive to the needs of victims, reducing fragmentation and duplication, and making it easier for people to access help when they need it most.

At the heart of the contract is a commitment to improving the experience of those who have faced sexual violence, recognising that some

encounter greater barriers to accessing support and engaging with the criminal justice process.

A key feature of the service is its focus on flexibility and responsiveness, with the new Helping to Heal support engaging those who have difficulty accessing traditional services, including those with complex needs, reducing the risk of victims falling through gaps in the system.

Sexual Assault Referral Centres

There are currently three Sexual Assault Referral Centres (SARCs) across our two counties. These are commissioned by the NHS with financial support from my office and Devon & Cornwall Police.

New Forensic Science Regulator (FSR) and UKAS accreditation standards require consistent, high-quality forensic processes to ensure evidence secured at a SARC can withstand scrutiny in court. This creates operational challenges around maintaining safe forensic environments, preventing contamination, and ensuring staff have the necessary skills, particularly alongside rising demand for services.

To ensure compliance a new model for SARCs is being explored to ensure that services are available for all those who need it across the peninsula.

Serious Violence Summit

In March I convened a Serious Violence Summit, hosted by the High Sheriff of Devon Caroline Harlow, which brought together senior leaders to confront the

rising harm affecting communities and to consider how resources should be prioritised across the peninsula.

The event was shaped by a clear message – that the prevention of further loss of life requires a united effort from policing, councils, health services and community organisations. The summit created pace for a collective conversation about what more could be done to intervene earlier, strengthen local systems and ensure that work funded through serious violence programmes was being used where it could have the greatest impact.

I highlighted the importance of collaboration at the summit and used it as the opportunity to share an additional funding approach by the government for further funding for interventions to prevent serious violence being coordinated through my office and distributed to upper tier local authorities to deliver the Serious Violence Duty.

Scan to view a video of the Serious Violence Summit or click [here](#)



Knife Angel

The Knife Angel's arrival in Plymouth in March 2025 marked a powerful effort in the wider effort to confront serious violence, creating a space for reflection, education and community connection.

The 27-foot sculpture, created from more than 100,000 seized or surrendered



knives, stood in the city centre for several weeks and acted as a striking reminder of the harm caused by knife crime and the lives changed by it. Its presence encouraged conversations that might not otherwise have taken place, prompting people of all ages to think about the risks associated with carrying weapons and the impact that violence has on families and communities.

Plymouth sees low rates of knife crime compared to the national picture, however, the Knife Angel provided an opportunity to spark discussion and mitigate risk by helping adults support young people who might be vulnerable to or are already carrying a weapon.

Throughout its time in Plymouth, alongside a knife amnesty, a programme of workshops, talks and support sessions helped residents engage with the issues in a meaningful way, including support for people who found the display distressing, and signposting to specialist services for those affected by knife crime.

Westcountry Women Awards

The Westcountry Women Awards provided an opportunity to recognise the leadership and determination of women working to combat violence against women and girls, both locally and beyond. In sponsoring the Combating Violence Against Women and Young Girls category, I strive to highlight not only the scale of the challenge but also the impact that committed individuals can have when they focus on changing behaviour and challenging harmful norms.

The 2025 award went to Rebecca Hewitt, strategy and policy manager and chair of the South Devon and Dartmoor Community Safety Partnership, whose career has been defined by a sustained focus on protecting women and girls from harm.

Over nearly three decades in local government, she has led partnership efforts that bring together police, councils and communities to halt perpetrators, influence attitudes particularly among young men, and create safer environments. Her work includes initiatives such as the Let's Talk programme, which engages parents and carers in conversations about the risks facing young people, and the use of community protection warnings to address problematic behaviour before it escalates. More than 500 warnings have been issued through this approach.

OPCC recognition and awards: Page 59



Picture credit Jim Wileman

06 Drugs and alcohol

“Operation Scorpion has continued to define the region’s collective approach to tackling drug crime”

Drug and alcohol funding

For several years, I have committed more than £340,000 per year to support drug and alcohol-related activity across Devon and Cornwall, with funding previously allocated to the four Combating Drugs Partnerships covering Devon, Cornwall, Plymouth and Torbay.

This investment has supported a wide range of local interventions aimed at reducing harm, improving treatment access and addressing the wider vulnerabilities linked to substance misuse.

However, inconsistent reporting from local drug partnerships has made it difficult to fully understand the impact and value of this funding. To ensure future investment is evidence-led and aligned to need, a further year of funding for 2025-26 was agreed to support people in the criminal justice system experiencing drug and alcohol related challenges while a comprehensive review is undertaken. The findings of this review will inform new funding arrangements from 2026 onwards.



#NoPlaceForDrugs



£340,000 per year
to support drug and
alcohol-related activity



14 rounds of activity
safeguarding hundreds of
people

#NoPlace
ForDrugs



3 million of pounds worth
of drugs off the street

Operation Scorpion

Operation Scorpion has continued to define the region's collective approach to tackling drug crime, bringing together all five South West police forces under a single coordinated banner. The initiative, led by the Police and Crime Commissioners and Chief Constables of Devon & Cornwall, Avon & Somerset, Dorset, Gloucestershire and Wiltshire has built momentum through repeated rounds of joint enforcement and prevention activity. Its message remains clear and consistent: The South West is no place for drugs.

The overarching objectives of Operation Scorpion are to:

- Harness the collective strength of South West policing to deliver coordinated, disruptive activity that aims to form a 'ring of steel' around our region and protects it against criminals engaging in drug activity, sending the message that the South West is No Place for Drugs.
- Improve community confidence by demonstrating to the public a commitment to working together to tackle the impact of drugs in the South West.
- Increase visibility of the Regional Organised Crime Unit (ROCU) tasking and provide a greater understanding of how strategic threat assessments can be enhanced by community intelligence.

- Improve the confidence of people in our communities to report drug-related issues and intelligence to police or through greater use of the confidential Crimestoppers reporting line.

To date, there have been 14 coordinated rounds of activity which have safeguarded hundreds of people, taken millions of pounds worth of drugs off the streets and significantly impacted county lines operating in the South West.

In 2025-26, intensification weeks focused on county lines and child criminal exploitation.

Naloxone

Naloxone is now a core part of the region's approach to reducing drug-related harm. The medication, available in both nasal and injectable form, rapidly reverses an opioid overdose by blocking the effects of opioids and restoring breathing. From October 2024, naloxone nasal kits were rolled out across the force, ensuring they are available in all marked response and police vehicles so officers can act immediately in life-threatening situations.

Alongside this operational rollout, my office has supported two peer-led programmes to reduce harm caused by opioid addiction. In Torbay, a pilot programme was funded to treat six individuals with buprenorphine, a

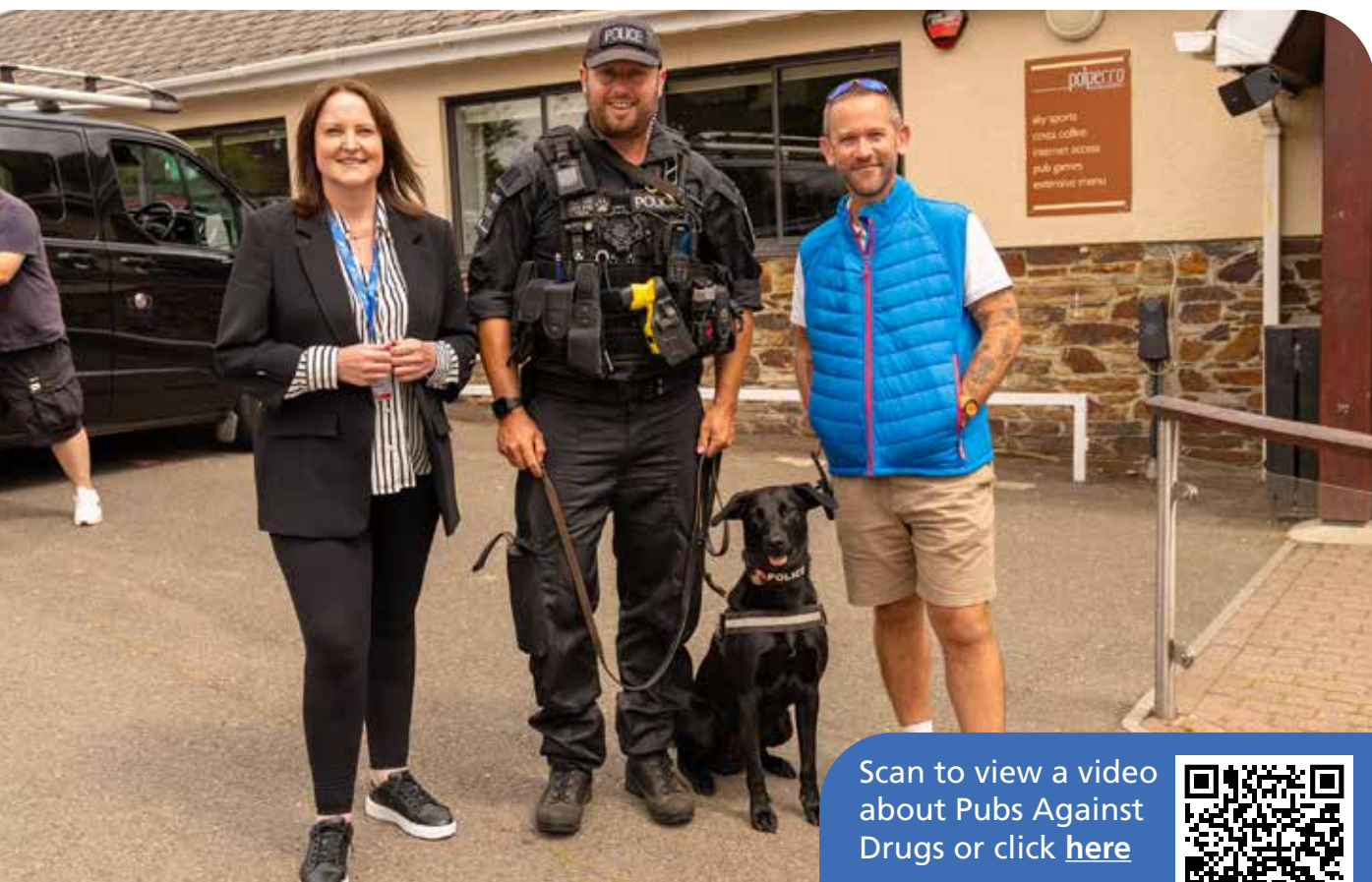
treatment for opioid addiction. I have also been supportive of Naloxone Advocates Plymouth's work using lived experience to tackle addiction, with trained champions with direct experience of addiction working within their own communities to widen access to the medication and provide overdose awareness advice.

Pubs Against Drugs

Pubs Against Drugs continues to play an important role in strengthening safety across the night-time economy. The initiative encourages pubs and bars to take an active stance against drug harm

by improving awareness among staff, promoting early identification of risk, and building stronger links with local policing teams.

In 2025-26, 12 operations were carried out in areas across Devon & Cornwall. Officers visited licensed premises in Exeter, North Devon, Plymouth, Tavistock, Yelverton, Bere Alston, Horrabridge, Brixham, Launceston, Callington, Torquay, Paignton, Brixham, Ivybridge and Kingsbridge to disrupt and deter drug use in the night-time economy with the help of with passive drugs dogs and testing wipes used in toilet areas.



Scan to view a video about Pubs Against Drugs or click [here](#)



A Pubs Against Drugs operation in Looe



Police and Crime Commissioner Alison Hernandez visits the Amber Foundation

Amber Foundation

I have committed to a three-year funding arrangement of £48,000 per year with the Amber Foundation to support up to 12 young adults, aged 18 to 30, who are facing significant challenges including homelessness, unemployment and the long-term impacts of substance abuse.

This investment enables the foundation to provide a safe, stable environment where individuals can rebuild their lives and work towards healthier, more independent futures.

The provision offers a temporary home alongside personalised, wraparound support that helps residents develop new skills, gain confidence and focus on their own recovery and progression. Young people are supported to move on positively into employment, education or training, reduce or abstain from long-term drug and alcohol abuse, and secure a safe, sustainable place to call home. The service is designed to give individuals the time, space and structure they need to make lasting change.

Through this partnership, my office is helping ensure that vulnerable young adults receive the practical support and stability required to break cycles of homelessness and disadvantage, contributing to safer communities and better long-term outcomes across the region.

Case study: Kayleigh's story

Kayleigh is moving on from Amber's Devon centre to a job as a kitchen assistant in a care home and a room in a shared house.

She is now positive and hopeful about her future but a few years ago Kayleigh was in a very different place.

"I would describe my early life as chaotic. I started using drugs in my early teens and was out every night – even on school nights. By some miracle I still got my GCSEs and went to college to study catering, so I was a partier, but I was managing to function. In my early 20s my drug use spiralled and started to take over my life. I did have a job, a house and a relationship though. My addiction was very hidden then.

"Things just snowballed – I lost everything and lived in squats. I overdosed and was hospitalised and got put in temporary accommodation.

"I was assigned a support worker who first told me about Amber – I saw it as a real chance to change my life. It became my goal to get to a place that they would accept me.

"When I first arrived, I was scared and overwhelmed. I'd left everyone and everything I knew. It was the first time I'd been sober for years. But it didn't take me long to settle in.

"Getting into a routine has helped a lot. There is always something to keep you busy at Amber and always someone to talk to. I also continued to work with my

recovery worker and started attending Narcotics Anonymous meetings.

"The staff at Amber are so lovely – the time I've been here I've seen how much they deal with and how hard they work to be supportive to everyone.

"Being at Amber has helped me find myself again and find the person who I've been running from for years. I saw the in-house counsellor which helped so much. It was the first time I really saw what I was doing to myself and to other people. It also helped me see what I let other people do to me and how I thought I deserved it.

"I am looking forward to starting my job and have registered with the local drug service to start volunteering once a week too. Eventually I would like to become a recovery worker or a probation officer.

"Moving on I am a bit nervous, but I mostly feel excited and ready. Amber is a protective bubble; it was a bubble I needed but now I feel ready to pop it and start back in the real world."



07 Theft

“As of March 31 2026, more than 470 businesses were signed up to the UKPAC business crime scheme”

While Devon and Cornwall’s theft rate is significantly lower than the national average (15.4 crimes per 1,000 people, compared with 26.5), the issue remains a concern for residents and businesses across our force area.

In the 12 months to March 2026, 28,252 theft offences were recorded in Devon and Cornwall, including:



Shoplifting

10,124

(down from 11,142 in 12 months to March 2025)



Burglary

3,631

(down from 3,857)



Vehicle offences

3,283

(down from 3,464)



Theft from a person

759

(down from 910)

While it is encouraging to see a reduction in these crimes I remain committed to driving further improvements in this Police and Crime Plan priority area.

Through the hotspot policing initiative increased visibility, targeted patrols, structured problem-solving and local partnership activity has helped provide reassurance to residents and businesses in areas of the greatest public concern. Read more about hotspot policing on page 20.

This section of my annual report details work underway in Devon and Cornwall to tackle theft in our communities.

UKPAC and PARC

Retail crime and persistent shoplifting continue to present significant challenges for businesses and communities across Devon and Cornwall.

To help address this, I have funded business crime reduction partnership Partners Against Crime UK (UKPAC), which provides retailers with a secure digital platform to report incidents, share intelligence, and track offenders in real time.

The UKPAC business crime system enables faster and more effective communication between businesses and the police, improving the efficiency of investigations and supporting the identification and prosecution of prolific offenders.

As of March 31, 2026, more than 470 businesses were signed up to the scheme, the majority of which are independent local retailers, alongside several national businesses including major supermarket Sainsbury's/Argos and parcel delivery provider Evri.

The scheme has attracted strong interest from local communities and town councils, leading to further uptake in areas such as Teignmouth, Newton Abbot, Ilfracombe, Cranbrook and Tiverton. This reflects growing confidence in the value of shared reporting and intelligence-led approaches to tackling retail crime.

In its first year, the partnership has secured prosecutions resulting in 299 weeks of custodial sentences, 13 years of criminal behaviour orders, and one year and 18 weeks of suspended sentences. These results demonstrate the effectiveness of collaborative working between businesses, the police and the wider criminal justice system in reducing the impact of shoplifting on local economies.

I have also funded Plymouth PARC (Plymouth Against Retail Crime) to strengthen the city and its bordering areas response to business crime, including shoplifting, repeat antisocial

behaviour and issues affecting the safety and viability of local businesses.

Plymouth PARC brings together Devon & Cornwall Police, Plymouth City Council, business representatives, housing providers, health services and voluntary sector partners to coordinate action against persistent offenders and locations linked to repeat harm. The partnership provides a structured, problem-solving approach that supports businesses experiencing ongoing crime while ensuring proportionate enforcement and early intervention.

The funding my office has provided has allowed Plymouth PARC to sign up more than 400 businesses outside of the city boundaries.

A new Devon, Cornwall and Isles of Scilly Business Crime Reduction Partnership



UKPAC information stand at the Riviera Connect business expo in Torquay

(BCRP) has also been launched powered by UKPAC to offer a more collaborative and effective approach to reducing retail crime. The scheme will connect all existing Business Crime Reduction Partnerships (BCRPs) and Business Improvement Districts (BIDs) operating across the two counties and islands.

Community grants

In 2025, the theme of my Commissioner's Community Grant Scheme and the Police Property Act (PPA) Fund was the prevention and reduction of burglary and theft – including the root causes of both burglary and theft such as drugs and alcohol, and antisocial behaviour.

Both schemes are being delivered in partnership with Devon Community

Foundation (DCF) and Cornwall Community Foundation (CCF) who oversee the facilitation of the grant process.

Grant applications were invited with a focus on supporting victims of shoplifting and/ or burglary; preventative or early intervention approaches to deter people from committing theft; purposeful and meaningful educational, employment, leisure or creative activities; diversionary programmes for young people; groups promoting positive social interactions within communities or even community initiatives to install physical security deterrents.

In total 55 local organisations were awarded grant funding (22 in Cornwall and 33 in Devon).



Torri Youth have received funding from the Commissioner's Community Grant Scheme to reduce antisocial behaviour and drug taking in Torrington

08 Victim services

“Brave victims shared their experiences at Victim Focus Week”



Victim Focus Week

2025 marked 10 years since the creation of Devon & Cornwall Police's Victim Care Unit (VCU) funded by this office. To mark this anniversary, the VCU hosted its first Victim Focus Week, bringing together a series of online and in-person events designed to raise awareness of victims' rights and highlight the work the VCU does to support victim-focused investigations and strengthen compliance with those rights.

One of the key events during the week – organised by Devon & Cornwall Police and supported by this office – was a Violence Against Women and Girls (VAWG) Lived Experience Day. Brave victims shared their experiences of domestic abuse, stalking and sexual offences, offering powerful insight into the impact these crimes have had on their lives, how their cases were handled by police and the support they received throughout the process.

New Restitute victim service to support families

This year, the victim care provision funded by my office has been expanded to include Restitute, a multi-award-winning, not-for-profit community interest company that specialises in supporting the family members and carers of people affected by sexual or serious violent crime. The service is now available across Devon, Cornwall and the Isles of Scilly through referrals from Devon & Cornwall Police's Victim Care Unit.

Restitute provides practical, tailored support to those who often carry the emotional and logistical burden of caring for a primary victim. Their work includes helping families understand and navigate complex systems such as

health, mental health, education, legal processes, the criminal justice system and the benefits system, while also offering guidance on managing the impact of trauma, behaviour change and coping strategies within the home.

Feedback from those who have accessed the service has been overwhelmingly positive, with 100% reporting an increase in emotional wellbeing and in their ability to care for and support their loved one.

Alongside direct support, Restitute also delivers training and awareness-raising for organisations working with victims and their families, helping to strengthen understanding and improve responses across the wider system.



Staff from the Restitute support service



Supporting rehabilitation and preventing reoffending

Preventing reoffending remains central to improving long-term community safety, and the role of the voluntary and community sector in this work cannot be overstated. In October 2025, I visited the Community Advice and Support Service (CASS+) at its Bodmin office, one of several court-based hubs my office helps to fund. CASS+ has been providing free, confidential, practical and emotional support to people going through the courts for 20 years, with hubs also operating in Exeter, Newton Abbot, Plymouth, and Truro.

The charity supports individuals who may be in court for a wide range of reasons, often linked to underlying issues such

as untreated mental ill-health, trauma, addiction, homelessness, financial hardship or social isolation. By helping people address these root causes, CASS+ plays a vital role in reducing the likelihood of further offending and supporting better outcomes for victims and communities.

Over the past two decades, 446 volunteers have contributed to the charity's work, including individuals who were once clients themselves. Their lived experience strengthens the service's impact and provides powerful role models for those seeking to make positive changes.

09 Delivering the police estate

“A new Police Enquiry Office (PEO) was delivered as part of the £6m programme of improvement at Camborne”

Camborne completion

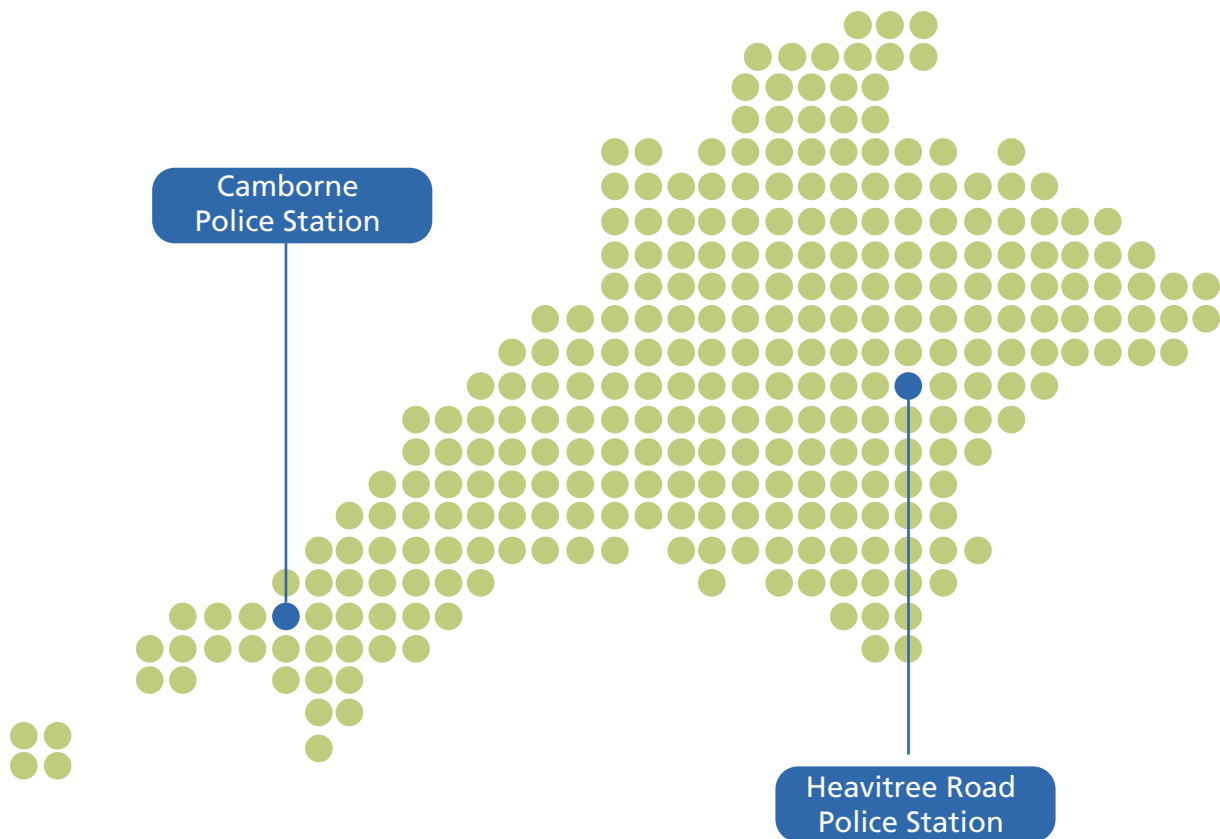
A £6m programme of improvement work to Camborne Police Station has now been completed, delivering a fit for purpose, future-proofed facility for policing in the community.

Work included the removal of asbestos in the building, the replacement of windows, and a new roof.

A new Police Enquiry Office (PEO) was also delivered as part of the redevelopment, strengthening access to policing services and improving visibility in the town centre. The reopening ensures residents can speak directly with police staff, report concerns and receive support face-to-face.



Police and Crime Commissioner Alison Hernandez with Mayor of Camborne Cllr James Ball, officially opening the new Police Enquiry Office



Heavitree planning approval

The old Heavitree Road Police Station will soon have a new purpose following a protracted planning process to redevelop the site. A significant housing development of more than 800 new flats has finally been approved on the site of the former Exeter Police Station in Heavitree.

The station was replaced by the new £29m Exeter Police Station which opened at Middlemoor in 2020, including a front desk open to the public, and a state-of-the-art custody unit.

The decision marks the end of a long process which has seen the building

lying derelict for a number of years, so bringing the site back into use will benefit the residents of Exeter while providing a financial boost to support policing infrastructure across Devon and Cornwall.



10 Finance



Total policing
budget 2025-26:
£433m

In 2024-25: £406.5m



Total cost of the Police and
Crime Commissioner and
their office 2025-26:
£3m

In 2024-25: £2.5m



Cost of the Commissioner
as a % of the police
budget 2025-26:
0.68%

In 2024-25: 0.68%



% police budget
spent on officers
and staff
86%

In 2024-25: 85%



Band D precept
charge 2025-26:
£288.20

In 2024-25: £274.50



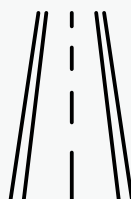
Commissioner's
commissioning
budget 2025-26:
£9.3m

In 2024-25: £9.6m



Average cost of a
police officer per
year: **£74k**

In 2024-25: £69k



£1,314,000
invested by Vision Zero
South West for road safety
initiatives across Devon and
Cornwall in 2025-26

In 2024-25:
£1,590,500

11 Strategic partnerships

“The number of people killed or seriously injured (KSI) on Devon and Cornwall’s roads has fallen to a record low”

Vision Zero

Vision Zero South West was formed to reduce the number of people who are killed and seriously injured on our roads.

I have chaired this since its inception in 2021, partners have committed to reducing fatal and serious collisions by 50% by 2030 – and these latest figures suggest this target is within reach.

The number of people killed or seriously injured (KSI) on Devon and Cornwall’s roads has fallen to a record low.

Provisional figures submitted to the Department for Transport (DfT) show that in 2025 there were 48 people killed and 497 people seriously injured in road traffic collisions in Devon and Cornwall – the lowest figure since records began in 1979.

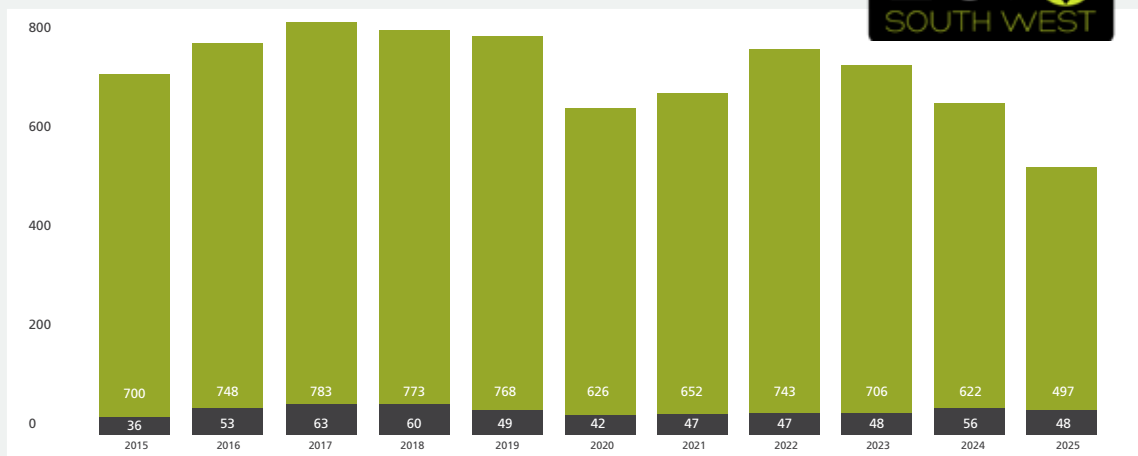
The figures also show the number of KSI collisions in the region have decreased every year since 2022 (post-Covid), demonstrating a significant reduction.

The graph below shows the KSI figures over the past 10 years:

Number of People Killed or Seriously Injured on Roads in Devon & Cornwall

Provisional Figures from the Department for Transport

● Killed ● Seriously Injured



IMPACT



One of the most innovative projects funded by Vision Zero South West is the award-winning IMPACT Centre for Post-Collision Research, Innovation and Translation. Headed up by Prof Tim Nutbeam of Devon Air Ambulance, IMPACT focuses on improving health outcomes for collision victims through collaborative research, public involvement and system-level engagement.

This year saw IMPACT host a Priority Setting Partnership (PSP) with emergency responders, people with lived experience, clinicians and policy makers to identify the top ten focus points to improve care in the aftermath of a collision. Priorities included recognising hidden life-threatening injuries at the scene, multi-agency coordination and quick, life-saving decisions from dispatchers.

IMPACT has also released a free training programme for first responders, based on the EXIT project, which helps them identify smarter, faster and safer decisions around the extrication process.

Work continues around the Bystander Programme which looks to give those first on the scene of a collision a unique opportunity to improve health outcomes by providing early assistance.

The past 12 months have also seen multiple awards for IMPACT, including a Prince Michael International Road Safety Award, a CIHT Award, and the Air Ambulance UK Innovation Award.

Lift Legend

Designated drivers were offered free soft drinks at over 260 pubs, clubs and restaurants across Devon and Cornwall throughout December as part of the Lift Legend scheme.

Organised by Vision Zero South West, the scheme aims to reward designated drivers for getting their friends, family and colleagues home safely.

Working alongside venues throughout the South West, the campaign aims to prevent incidents of drink-driving during the festive period.



Designated drivers simply let the bartender know that they are a Lift Legend for the night and, when purchasing their first soft drink, they will receive a voucher for a free one. The scheme is planned to run again in December 2026.



A partnership approach to criminal justice scrutiny

I continue to chair the Local Criminal Justice Board (LCJB). Its priorities for 2025-26 were:

- **Ensure efficient and effective criminal justice**
- **Keep victims engaged to secure justice**
- **Addressing disproportionality**

In addition to its collaborative approach to criminal justice system leadership the LCJB has a well-established scrutiny role, working with partner agencies on behalf of the residents of Devon, Cornwall, and the Isles of Scilly in helping to deliver a police force and criminal justice system that works well and meets the needs of its communities.



Scan to view the LCJB priorities for 2025-26 or click [here](#)

Local Criminal Justice Reporting Scheme pilot

Through the leadership of the LCJB a new scheme has been launched to give the public clearer insight into how criminal court cases are handled in Devon, improving understanding of how justice is delivered locally. The Criminal Justice Reporting Scheme provides regular, accessible coverage of cases, ensuring that offences that might otherwise go unreported are visible to the communities they affect.

It began as a three-month pilot at the start of 2026 and has now been extended for a further nine months. The scheme is delivered by Newsquest Media Group, which has appointed a dedicated court reporter to cover proceedings at Exeter Crown Court and a selection of magistrates' courts across Devon, generating news articles that are made available free of charge to accredited media outlets.

Prisoners Building Homes Collaboration

Our home-grown Prisoners Building Homes (PBH) programme continues to expand at pace, providing serving prisoners with training, skills and meaningful employment while delivering much-needed homes for local communities.

To date, more than 170 prisoners have been upskilled and employed through the programme, and reoffending rates among participants remain

below 5%, acknowledging that long-term tracking is not possible for all individuals supported. As of August 2025, the scheme had achieved an 89% employment rate, demonstrating its effectiveness in supporting rehabilitation and improving life chances.

The programme has grown significantly from its initial investment by the five South West police and crime commissioners and is now entering a new phase of maturity. PBH is sponsored by the Ministry of Justice, the Ministry of Housing, and police and crime commissioners, and is supported by the Local Government Association, Cabinet Office, local partnerships and Homes England. This broad coalition reflects the programme's national relevance and the shared ambition to deliver both social and economic impact.

Government funding of £400,000 has been secured to support the development of additional sites by March 2026, and governance has been strengthened through the creation of a new Strategic Board and operational board. Work is also underway to engage a wider range of stakeholders in preparation for a planned transition to a holding company in April 2027, marking a significant step towards long-term sustainability.

Innovation remains central to the programme's development. PBH has worked with industry leaders to create an innovative pre-development AI tool that supports end-to-end delivery,

reducing time and costs across the build process. The programme is also moving towards a self-reliance model, with the potential to become fully self-sustaining in the future.

South West Reducing Reoffending Partnership

On behalf of the South West policing region, I chair the South West Reducing Reoffending Partnership, a collaboration of criminal justice organisations across the South West

The South-West Reducing Reoffending Partnership was established in March 2019 and brings together partners from across the South West to support multi agency work to tackle some of the main causes of reoffending, such as lack of accommodation, access to health services and employment opportunities.

South West Police Collaboration Board

The South West Police Collaboration Board is the primary governance mechanism by which the five Police and Crime Commissioners and five Chief Constables in the South West come together to deliver a range of shared policing services. There are a variety of collaborations including forensics services, procurement and the Regional Organised Crime Unit (ROCU). Over £75m of shared services are delivered through these collaborations and are fundamental to providing resilience to specialist policing services.

Police and Crime Commissioner Alison Hernandez with, from left, Chief Constable James Vaughan, Victoria Cook, Chief Crown Prosecutor, CPS South West, and High Sheriff of Devon Caroline Harlow at the annual LCJB planning day



12 Specialist support to policing

“Police officers have an important public duty and must maintain the highest standards of professional behaviour”

There are a variety of specialist services which are mandated by legislation which the Office of the Police and Crime Commissioner delivers to provide assurance to processes and protect members of the public. Some of these services are delivered by volunteers or those we appoint for very specific tasks.

Supporting police misconduct hearings

As Police and Crime Commissioner I have a legal duty to appoint Independent Panel Members (IPMs) and Legally Qualified People (LQPs) to assist with misconduct hearings. Their role is to help determine whether the police officer's behaviour amounts to gross misconduct.

Police officers have an important public duty and must maintain the highest standards of professional behaviour. When a police officer is alleged to have breached these standards, their conduct may be reviewed in a police misconduct hearing. The public should have the

upmost trust and confidence in their police force, and I am committed to supporting these processes and ensuring that only the right people work in policing.

I currently have 16 IPMs and 10 LQPs who assist with this process. Key stats for infographic:

In the 12 months to March 2026:



29

police misconduct hearings supported by the Commissioner's office



17

cases resulted in a finding of gross misconduct



12

police officers were dismissed



4

police officers were given final warnings

Independent Custody Visiting

Every Police and Crime Commissioner has a legal duty to run an Independent Custody Visiting scheme, in which local members of the public volunteer to serve as Independent Custody Visitors (ICVs) making regular, unannounced visits to police custody to check on the rights, entitlements and wellbeing of detainees as well as the conditions they are held in.

ICVs speak to detainees, review custody records and check custody suite conditions and essential stocks such as food, clothing, and religious items. ICVs ask custody staff to resolve any immediate issues and complete visit reports, alerting my office to their findings.

Police custody is a high-pressure, high-risk environment. Staff working in custody suites interact with and care for

people in difficult circumstances. People detained might be vulnerable, distressed, or challenging. They may have complex needs, including drug and alcohol issues, mental illness, or physical health problems.

ICVs provide a valuable safeguard for detainees and for police forces. The impact of their work extends beyond the immediate duties performed, contributing significantly to building trust between our communities and the police. Devon & Cornwall Police value the work of the ICVs in contributing to a safe environment and continuous improvement of custody.

An ICV recruitment exercise has taken place this year resulting in the appointment of 11 ICVs, this takes the total number of volunteers who



Independent Custody Visitors at a meeting at Devon & Cornwall Police Headquarters

make frequent visits to the six custody suites across Devon and Cornwall to 24. The additional volunteers will help to increase the number of visits to custody suites across Devon and Cornwall providing greater oversight over detainee welfare.

During 2025-26, ICVs made 128 visits to detainees in custody suites across Devon and Cornwall during which they have spoken to 320 detainees and observed 70 detainees whilst sleeping. Over this period there have been 25,070 detentions across six custody centres.

Most visits recorded that detainees' welfare rights and entitlements were upheld, and often detainees have provided positive feedback to ICVs on how they have been treated in police custody. On occasions ICVs have reported that detainees have not been offered a shower or exercise which tends to correlate with when custody suites are busy.

ICVA Quality Assurance Framework (QAF)

The QAF was developed by the Independent Custody Visiting Association to benchmark the level that ICV schemes are operating and to recognise the work of independent custody visiting schemes across the UK. Levels include Code Compliant, Silver, Gold and Platinum awards.

This year, the Devon and Cornwall ICV scheme is proud to have been awarded the "Silver Award" by the Independent Custody Visiting Association. This

demonstrates that the scheme goes beyond statutory requirements to deliver a high standard of custody visiting and volunteer management. This could not be achieved without the commitment and dedication of our brilliant volunteers.



13 Voice of the public in policing

"I prioritise a proactive and transparent approach to communications, utilising broadcast, digital and print"

I prioritise a proactive and transparent approach to communications, utilising broadcast, digital and print channels, to ensure a wide and comprehensive approach to keeping residents informed. I work closely with regional and national journalists to keep the public informed, raise awareness of current issues and campaign for change and continue to sustain my weekly blog for all residents.

A total of 198 pro-active stories or statements were released by the communications team during 2025-26 – with dozens more reactive comments and interviews taking place.

Podcast

I launched a new podcast series, Your VIP: Your Voice in Policing, to give residents a clearer insight into how policing and community safety issues are being addressed in Devon and Cornwall. The series brings together local leaders, practitioners and members of the public to highlight practical work taking place to reduce harm, improve safety and build stronger, more resilient communities.



OPCC Head of Communications and Public Affairs Ben Woolvin with podcast guest Cllr Syed Jusef, hate crime advisor to Devon & Cornwall Police

Episodes to date have included:

- **Street Focus: Camborne**
- **Safety in the night time economy**
- **Preventing harm and protecting vulnerable people**
- **Tackling Violence Against Women and Girls**
- **Knife crime education**

Customer service

Listening to the concerns of the people of Devon, Cornwall and the Isles of Scilly is a key element of my role as the voice of the public in policing, and in February 2025 we made it quicker and easier for people to both get in touch and find the information they need with the launch of a new online contact form.

During 2025-26, 1,725 members of the public contacted the Commissioner's office with a request for service, which included seeking advice on the police complaints system or other policing matters, and signposting to support services or other authorities.

Contact provides valuable feedback on how policing is being delivered and perceived across the peninsula, enabling me to carry out my statutory duty of holding the Chief Constable to account for delivering a safe and effective police service.

Contact from the public also serves as a vital source of intelligence for the Commissioner when setting the Police and Crime Plan priorities for Devon & Cornwall Police. During 2025-26, the top

three topics of concern recorded by the customer service team were traffic and road issues, police conduct and antisocial behaviour.

Budget survey

All decisions made by my office and I are evidence based and informed by the public voice from across Devon, Cornwall and the Isles of Scilly. In 2025-26 my office continued its Your Safety Your Say survey which is used to inform the budget setting decision making process.

My office also continued its new Young Voices in Policing survey, which aims to understand the impact crime is having on those aged 16-25. This year more than 170 young people shared their views and results show 60% felt either very or somewhat safe in Devon & Cornwall, and the top three crimes experienced by this age group are threats or intimidation (9.4%), dangerous driving (8.7%) and fights and assaults (8%).

We also carried out a regular schedule of community engagement events including promoting the Street Focus project in Torquay and Camborne; speaking to parents about the policing budget at The Space youth cafe in Bodmin, Cornwall; listening to the views of young people at Cornwall College in Camborne and Connecting Youth CIC in Plymouth; and



Scan to view a video about budget engagement in Bodmin or click [here](#)

1,533 people completed the survey between December 11, 2025, and January 12, 2026.

This year, new questions were asked on:

- **Investment in tackling Violence Against Women and Girls**
- **Community cohesion**
- **The replacement of police and crime commissioners and police force mergers**
- **61% of people said they would like me to spend more money on tackling VAWG**
- **45.5% of people selected 'agree' or 'strongly agree' when asked if their area is a place "where people from different backgrounds get on together"**
- **66% of people said they would like Devon & Cornwall Police to continue when asked about the possibility of police force mergers**



Scan to view a video about engagement with young people in Plymouth or click [here](#)

four seminars across 2025-26 that helped forge better relations between police and local authority members through the Councillor Advocate scheme.

Councillor Advocates

My Councillor Advocate Scheme continues to provide a structured way to strengthen communication between local communities, councillors, Devon & Cornwall Police and myself.

Councillors volunteer to act as local advocates, helping to share accurate information about crime, victim services and community safety with residents, while also feeding back community concerns and experiences into policing.

The scheme aims to improve understanding of local crime issues, support greater reporting, and ensure that I am informed of community issues across Devon, Cornwall and the Isles of Scilly in order to hold the Chief Constable to account.

Advocates are provided with a direct contact within my office and with their local inspector, attend seminars and local meetings with police representatives, and receive regular updates. I host quarterly seminars covering themes including Police and Crime Plan priorities and other topical issues. In 2025-26 seminars have included briefings on serious violence, community safety, drugs and alcohol, and policing protests.

Scan to watch a video about a Councillor Advocate seminar or click [here](#)



Recognition and awards

As well as the Westcountry Women Awards (see Page 61), in 2025-26 I sponsored the Torbay Weekly Naturally Inspiring Business Awards Business Community Champion Award which recognises those who work above and beyond their day-to-day role in keeping Torbay a safe place to live, work and visit.

The worthy winner was Torquay-based Unleashed Theatre Company. For more than two decades, it has worked at the heart of Torbay's community, using theatre and creative arts to reach those most vulnerable — including people affected by homelessness, addiction, mental illness, or social exclusion.

I also sponsored the Inspirational Person of the Year Award at the YMCA Plymouth Youth Awards. The winner was

17-year-old Plymouth-based Volunteer Police Cadet (Team Leader), unpaid carer and volunteer Crawford Kerr whose maturity, resilience beyond his years and compassion makes him a remarkable role model. Crawford not only dedicates much of his time to helping other young people and those in his local community; he is a young carer for his father and sister.

In December, our Prisoners Building Homes (PBH) programme was named Programme of the Year at the Civil Service Awards, recognising the impact of a partnership approach that has grown from a local proof of concept into a nationally recognised model. The award reflects the programme's success in providing people in custody with industry-standard construction skills



Commissioner Alison Hernandez, left, with Unleashed Theatre Company, winner of the Business Community Champion Award at the Torbay Weekly Naturally Inspiring Business Awards. Credit: WR Photography.



Inspirational Person of the Year Crawford Kerr.

while supporting the delivery of high-quality, affordable homes. The judging panel praised PBH as a pioneering scheme that is transforming lives, strengthening rehabilitation outcomes, and contributing to the wider workforce pipeline in the South West.

In March, the scheme was also handed the Excellence in Delivery Award and named runner-up in the Permanent Secretary Award category at the Cabinet Office Awards.

Two members of my office were also recognised at the 2025 Westcountry Women Awards, demonstrating the strength and leadership within the organisation. Chief Executive Officer Frances Hughes was named Director of the Year, and Sophie Baker, South West Regional Specialist Programme Delivery Manager was a finalist in the Women in Construction category for her outstanding work on the PBH programme.

The Street Focus partnership in Torquay was shortlisted for Best Project at the Resolve UK National ASB Awards. This nomination reflects the impact of strong partnership leadership and community-led activity delivered through the programme.



Finalists of the Westcountry Women Awards 2025. Credit: Aisling Magill

14 Policing reform

“Police and Crime Commissioners are voted for by the public and given democratic mandate to act on the public’s behalf”

Police and Crime Commissioners have been elected by the public in England and Wales since 2012, when they were introduced by the Police Reform and Social Responsibility Act 2011. They are voted for by the public and have a democratic mandate to act on behalf of the public they serve.

A new White Paper in January 2026 set out the Government’s plans to abolish Police and Crime Commissioners, and Police and Crime Panels, in 2028 and to transfer police governance either to Strategic Authority Mayors or local council leaders through new Policing and Crime Boards. The government has also set out its intention to require every Police and Crime Board to appoint



a full-time Policing and Crime Lead in areas where the powers cannot go to a regional mayor. This role is envisaged as operating much like a Deputy Mayor for Policing & Crime does now in areas where the powers of a Police and Crime Commissioner already sit with a Strategic Authority Mayor (eg Greater Manchester and West Yorkshire).

The expectation is that Devon, Cornwall and the Isles of Scilly will have a Police and Crime Board which would comprise the leaders of upper tier local authorities and co-opted members.

While the White Paper set out high level proposals, the detailed policy design work to deliver these changes is still being developed. This includes setting out what functions Policing and Crime Boards and their supporting secretariats will hold and how they will operate.

These reforms will require primary legislation and the government intends

to introduce a Police Reform Bill into parliament in 2026 to take this forward. The legislation is expected to set out the framework for future police governance and provide more detail on how the new arrangements will operate.

I have developed a dedicated area on my website to keep the public informed about these changes. Any responses that I make to any consultations will likewise be published and these will be grounded in previous work undertaken by my office such as the special grant bid to government outlining our summer demand pressures, and our submissions on rurality and sparsity to inform any future funding settlements.

Scan to read more about policing reform or click [here](#)



Police and Crime Panel

The Devon and Cornwall Police and Crime Panel's role is to scrutinise, support and challenge my decisions. The panel has the power to request reports and call me to attend its meetings.

Panel meetings in 2025-26 took place in July, October, November and January. You can find more information about the Police and Crime Panel and the matters by scanning the QR code.



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You can contact us online at
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