



The Covid-19 Safer Summer Scheme

Working in partnership to support our communities



Foreword by Police and Crime Commissioner Alison Hernandez

When Britain was plunged into a health crisis the like of which had not been seen for a century the challenges posed for the National Health Service were immense.

It was clear that other public services would have to change, adapt and support the frontline medics and staff who were at the forefront of the battle against Covid-19.

The best way that police officers and partners in local authorities could do that was to help educate the public about the simple steps, such as social distancing and mask wearing, that could limit the spread of the virus.

When restrictions from the first virus eased it became clear that the regular spike in visitor numbers, so vital to the livelihoods of many residents of Devon, Cornwall and the Isles of Scilly, would be more modest than usual, but nonetheless those visitors would come.

The Covid-19 Safer Summer Scheme was our response to the challenge posed by these visitors, and our resident communities who wanted to enjoy some of the most popular resorts, beautiful beaches and wide open spaces that England has to offer in what had been a difficult and challenging year for most.

The scheme had to be rolled out in days, not weeks, despite the complexities of partnership working



involving charities, emergency services, local authorities and the private sector.

There are learnings to be had and elements of the scheme that we would run differently if we had to do it again, but the scheme helped to keep parts of national parks free of illegal encampments, provided friendly and helpful marshals at summer hotspots and was part of the support that enabled countless businesses to trade safely as their most important time of year.

For those reasons I am grateful to all of those who made it possible, from the private security firms who responded so swiftly to calls to help, to the volunteers in councils who gave us their time and the local authority staff who pulled out all the stops to make it happen.

A handwritten signature in black ink, appearing to read 'Alison Hernandez'.



Purpose of this report

The purpose of this document is to update the public and other interested bodies about the Crime Commissioners Covid-19 Safer Summer Scheme, which operated from July to September 2020 across 20 locations in Devon and Cornwall.

Context

The Covid-19 Safer Summer Scheme involved a series of targeted measures to help residents and visitors of Devon and Cornwall enjoy public spaces safely this summer in light of the Covid-19 pandemic. The scheme, which involved the use of street and beach marshals, was implemented to reduce community tensions regarding anticipated anti-social behaviour and concerns around social distancing as lockdown measures eased in July 2020.

The initiative was implemented in a short timeframe and in a landscape of considerable uncertainty about how public spaces would operate as lockdown measures were lifted.

Each of the seven Community Safety Partnerships¹ who helped to co-ordinate the Police and Crime Commissioner's summer scheme submitted an end of project evaluation report which included: details of the interventions delivered; their costs; feedback from businesses, marshals, the public and partners and possible learnings from the scheme. To inform this final report the OPCC also carried out a short Facebook survey in late September 2020 and ran an online survey of local policing teams.

Acknowledgements

This report has been prepared with the support and assistance of colleagues at all the participating Community Safety Partnerships. Our thanks go to all of our colleagues.

Our support and thanks also go to all community groups, local councils, businesses, councillor advocates, MPs and members of the public who provided comment and feedback on the operation of the scheme which has informed this final report.



¹Safer Cornwall CSP, Exeter CSP, South Devon and Dartmoor CSP, East Devon CSP, Safer Plymouth, Safer Torbay and North Devon and Torridge CSP.





A marshal chats ready to go on duty in Paignton

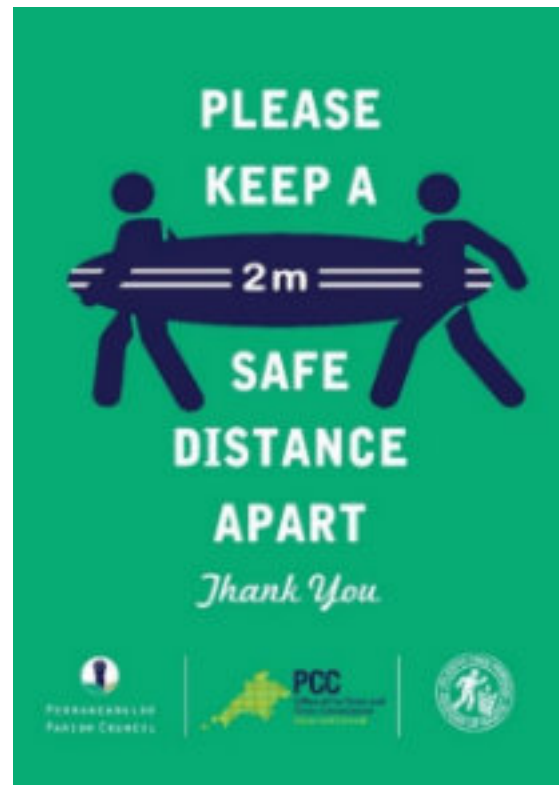


Chapter One: Background

In July 2020 the Police and Crime Commissioner for Devon, Cornwall, and the Isles of Scilly (PCC) pledged up to half a million pounds to launch a Summer 2020 Covid-19 and alcohol related anti-social behaviour (ASB) fund. The fund, formally known as the 'Covid-19 Safer Summer Scheme', provided targeted measures to help tackle ASB and promote Covid safety across 20 hotspot locations in Devon and Cornwall.

In late June 2020 when Covid-19 lockdown restrictions began to ease, there was heightened concern amongst communities regarding anti-social behaviour, which was sparked by a series of high-profile incidents around drunkenness, street urination and nuisance at Exeter Quay, Exmouth beach and Plymouth Hoe.

In addition to concerns regarding ASB, there was also worry amongst local councils about the management of social distancing in public spaces over the summer period as lockdown began to ease. Devon and Cornwall already experience the second highest influx of tourists in the country (behind London) – equating to an additional 125,000 people per day across the two counties² - and there were concerns that the lack of international travel due to Covid-19 would lead to even greater levels of tourism.



A poster produced by partners to encourage social distancing

The intention of the Safer Summer Scheme, therefore, was to address the community's concerns about ASB and to provide additional support to local councils in the management of social distancing and Covid-19 safety. As a starting point, the PCC and the Office of the PCC (OPCC) worked with Exeter City Council in late June 2020 to explore options to address concerns at Exeter Quay through a series of practical measures, building on the approach of using street marshals in the Night Time Economy (NTE) in partnership with Best Bar None. At the end of June 2020, the PCC announced an expansion of this offer to cover a broader range of locations to support the wider summer policing response

²Per day if the number of tourists was spread equally throughout the year.



during the pandemic. Following intensive discussions with Community Safety Partnerships (CSPs), Local Policing Commanders and the Devon and Cornwall Police Covid-19 Silver Commander it was agreed to expand the offer to cover 20 hotspot locations for the period July-September 2020.

The objective of the scheme was to assist policing and local authorities over the summer period to keep communities safe by:

- assisting in social distancing and Covid regulation compliance
- helping to prevent alcohol related ASB in public spaces
- offering reassurance to the public

This decision was taken during a period of considerable uncertainty for policing, local authorities and our communities. It was unclear to what extent concerns regarding alcohol fuelled ASB and community tensions or concerns around social distancing would be realised. Implementation of the measures took place at pace recognising the importance of delivering additional support to the 20 locations as quickly as possible, with some locations commencing operations within four days of the Scheme's launch in time for the lifting of the first lockdown restrictions at the start of July 2020.

The 20 areas to receive funding were identified by Devon and Cornwall Police: Penzance, St Ives, Perranporth, Truro, Newquay Fistril, Newquay Central, Bude, Exeter Quay, Exeter



Working in conjunction with the Dartmoor National Park Authority, the scheme helped keep the beauty spot of Bellever free from illegal encampments



Cathedral and City Centre, Plymouth Hoe, Plymouth Barbican, Newton Abbot, Teignmouth, Woolacombe, Croyde, Bideford Quay/Westward Ho!, Torquay, Brixham, Paignton, and Exmouth

Each area was allocated up to £20,000 to spend on the following activities:

- Street or beach marshals (SIA accredited)
- CCTV monitoring hours
- CCTV infrastructure to fill key areas which are not covered (provided it was operative by 31st July)
- Temporary toilets
- Funding to support the operation of pre-existing schemes (i.e. street pastors, responsible licensing initiatives, etc)

The delivery of the scheme in each location was led by the local CSP leads who worked closely with local police, town and parish councils and other partners to establish and manage the schemes over the summer. CSPs submitted funding applications to suit their local requirements with bids returned within one week.

The Safer Summer Scheme provided one of the first initiatives nationally to roll out support within Covid-19 through a marshalling scheme and was undoubtedly one of the largest schemes operating prior to the Government's announcement in September 2020 of dedicated national funding to support local authorities in deploying marshals. The PCC, OPCC and CSP colleagues



Marshals wore high visibility clothing to provide a reassuring presence

were asked to engage with officials at the Ministry of Housing, Communities and Local Government in September to share their experiences of the Safer Summer Scheme to inform the development of the government's Covid-19 marshal scheme.





A security industry accredited marshal on duty at Perran Sands



Chapter 2: Scheme delivery

Overall, during the period July to September 2020, the Safer Summer Scheme delivered:

- In excess of 15,000 proactive marshalling hours.
- 2,300 additional CCTV monitoring hours over 9 locations.
- £54,800.44 was invested in temporary or permanent CCTV units over 7 locations.

Further details of the initiatives implemented in each of the 20 areas can be found in Annex A and in the CSP summaries contained within Annex B.

Street and beach marshals

Of 20 locations, 19 opted to deploy street or beach marshals. A key aspect of the marshals' role was to actively engage with the public to prevent and de-escalate anti-social behaviour. Marshals were required to be Security Industry Authority accredited and engaged with members of the public about appropriate behaviours. The marshal role was not an enforcement one, but it was considered that the marshals could help to diffuse incidents if they arose. For instance, in Torbay, street marshals attended over 250 incidents - including youth and alcohol related ASB. The marshals were intended to work closely with local policing teams and to notify them of incidents if appropriate. The total

number of marshal hours deployed over the July 2020 to September 2020 period was 15,896.

In addition to responding to ASB, the marshals also formed part of the wider local response to help keep the public safe during the pandemic. Marshals received training locally on Covid-19 regulations and were encouraged to provide advice and guidance to the public regarding social distancing measures. This was complemented in some locations – such as Perranporth and Torquay – through signage and posters funded by the Safer Summer Scheme, which helped to promote messages regarding safety. The marshals also supported local authorities by complementing local safety plans. For instance, in St Ives, marshals assisted with the town's 'Keep Left' campaign.

The delivery approach adopted in each location was determined by each CSP and the operation of marshals therefore differed between locations. In 3 locations (Penzance, St Ives and Perranporth) the marshals only operated in daytime hours. In the remaining 16 locations, marshals operated in both afternoon and evening hours (and in some locations such as Exeter, Plymouth, Newquay, Bude and Torquay they operated late into the night). The number of marshalling hours that were delivered per week in each area also differed, ranging from 18 to 56 hours per week, per marshal. It was a requirement that marshals were SIA accredited but the recruitment and selection processes for marshals varied and was managed locally by CSPs who worked with their local town or parish



Let's keep **Torquay** a **safe** place for all to enjoy



How the scheme was promoted in Torbay

councils and other local partners to set up their schemes.

Local flexibility was provided to allow adjustments for periods of high demand, which often deviated depending on the weather. Similarly, the number of marshals operating during each shift, whilst requested as a minimum of two, could also be flexed upon request in each location to ensure coverage at particularly busy periods. For instance, in Plymouth, sometimes six marshals were patrolling at any one time due to the demands of their busy NTE. During August 2020, North Devon were given the option to flex their marshalling hours to provide coverage in two new locations (Ilfracombe and Braunton), due to ASB concerns arising there mid-way through the scheme. These flexibilities were intended to enable local

authorities to adapt their response as the pandemic and the summer evolved.

In both locations in Plymouth, the marshals held CSAS³ powers and were also able to issue ASB warnings on a delegated authority from Plymouth City Council. This was possible in the short timeframes due to the decision within Plymouth to utilise existing Plymouth Against Retail Crime (PARC) Rangers (who already held CSAS powers). This was achieved by expanding their hours and their geographical remit using funding from the Safer Summer Scheme. The marshals in the other 18 locations did not have enforcement powers and were reliant on the public to comply with any advice or guidance given by the marshals in the course of their work and on their links with local policing.

³CSAS stands for Community Safety Accreditation Scheme. When a person is sufficiently vetted and awarded CSAS accreditation by the Police, they have the ability to award fixed-penalty notices for low-level ASB and remove tobacco and alcohol from underage persons (amongst other duties).



All marshals provided reports on their activity to the CSPs and local partners, however the levels of connectivity and the detail of recording varied between schemes. In the larger conurbations there was a greater use of systematic reporting – with the Exeter CSP report identifying over 1,100 reports made by the marshals during the period which were categorised by headline themes. Similarly, in Plymouth the PARC Rangers provided weekly reports into the CSP (totalling over 365 pages over the summer period) and included a breakdown of incidents by type. In other areas, the feedback received from marshals was more anecdotal and narrative in style. In both Exeter and Plymouth it is likely that the existing DISC (Database and Intranet for Safer Communities) reporting system, helped to ensure a clearer reporting picture from the marshals.

In all locations the marshals formed part of a wider response to public safety and worked in parallel with other local initiatives throughout the summer. For instance, Exeter's taxi trade supplied taxi marshals to work on Saturday nights within the town centre and their Local Clinical Commissioning Group organised a Helpzone, which was set up to support the welfare of patrons within the NTE.

CCTV infrastructure and additional monitoring hours

Seven locations were awarded funding for mobile or permanent CCTV units or the repair and reintroduction of existing units. The purpose of the CCTV investment was to provide an additional

method of detection for any potential ASB and to ensure that evidence could be gathered to support police investigations if appropriate. It was also thought that the cameras could provide a visual deterrent to potential offenders. At the Plymouth Hoe, for example, a CCTV Highway car was utilised at a prime location to deter anti-social car meetups.

In some locations, such as Perranporth, a temporary unit was preferred as it was anticipated that demand for the camera would reduce after the summer period. In other areas, including Exmouth and Newton Abbot, the focus was on permanent CCTV and this will continue to provide a community safety legacy.

Alongside the Safer Summer Scheme and in response to significant ASB issues emerging around Plymouth Hoe in June and July 2020, the OPCC provided additional funding to Plymouth City Council to support the installation of permanent CCTV on Plymouth Hoe. The PCC has an ongoing commitment to supporting the development of CCTV infrastructure under the Police and Crime Plan and has supported the development of CCTV capacity in a number of towns and cities across the peninsula over the past three years and the development of monitoring hub capabilities in Devon which build on the successful monitoring hub model which is in place in Cornwall.

The total investment made in CCTV infrastructure was £54,800.

Where locations already had CCTV in place, there was also the option to bid for support for additional CCTV





Penzance was among towns to benefit from the presence of marshals

monitoring hours. Overall, in excess of 2,300 additional monitoring hours were provided over 9 locations. Funding provided coverage for gaps at key times with the aim of increasing detection of ASB incidents. In Newton Abbott, for example, funding helped to ensure CCTV coverage over the weekend with monitoring in place on Friday and Saturdays from 6pm until 2.30am. In Plymouth, the funding enabled them to have an additional CCTV operator on shift at key times.

Other schemes

Some locations made bids for funding to support the operation of street pastors (i.e. in Plymouth Hoe and Barbican). This included funding for welfare items (i.e. blankets and bottles of water) that could be handed out to support the safety of patrons in the night-time economy. Although, mid-way through the scheme it became clear that some pastor teams were unable to operate over the summer due to the pandemic (ie. Torquay and Newton Abbot). As



such, not all locations were able to utilise the funding that they requested for street pastors which is a reflection of the general uncertainties and challenges faced by all areas during the pandemic.

Torquay and Plymouth Barbican also applied for funding to support the operation of taxi marshals, who would be used to prevent crowding and assist the safe flow of people in and out of night-time economy over the summer period. Funding was also provided in Torquay and Plymouth Barbican to Best Bar None⁴ - a responsible licensing scheme which promotes safe measures for the sale of alcohol within premises.

Temporary toilets

Just one location, Plymouth Hoe, placed a bid for the implementation of temporary toilets. Some local councils lacked the capacity to open their public amenities as lockdown eased, so the Safer Summer Scheme offered temporary toilets to cover these gaps. In Exeter, the deployment of marshals enabled local public toilets to be kept open for longer periods which helped to address concerns around street urination - as the marshals took

responsibility for the closing of toilets at the end of their shift.

The costs of the Safer Summer Scheme

All locations were budgeted £20,000 for spend on any of the five initiatives; street or beach marshals, additional CCTV monitoring, CCTV infrastructure, temporary toilets and funding to support street pastors or responsible licensing schemes. In Torbay there was some flexibility provided between the three towns that comprise Torbay, with £5,000 in funding for Brixham that was not being utilised being transferred to Torquay to assist in managing some emerging issues through additional marshal deployment. The funding described above for installation of permanent CCTV on Plymouth Hoe has also been included in the Safer Summer Scheme and this report.

Overall, the total costs for the delivery of the Covid-19 Safer Summer Scheme is £392,211.85 based upon the final CSP returns at the end of October 2020, plus an additional expenditure on uniforms (£1,509.71) and social media advertising for the public survey conducted by OPCC in late September 2020 (£150).

This spend breaks down as follows:

Street Marshals	CCTV Infrastructure	Additional CCTV monitoring hours	Temporary toilets	Other (includes spend on licensing, street pastors, signage and radio equipment)
£269,505.71	£54,800.44	£41,545.30	£6,159.40	£20,541.00

⁴For more information, please visit the Best Bar None website at www.bbnnuk.com





Commissioner Alison Hernandez meets marshals in Newton Abbot



Chapter 3: OPCC evaluation

Following the closure of the scheme on 30th September the OPCC conducted an evaluation of the Covid-19 Safer Summer Scheme in order to identify lessons learnt and determine the extent to which the scheme has met its objectives. The objectives of the scheme were to assist policing and local authorities over the summer period to keep communities safe by:

- assisting in social distancing and Covid regulation compliance;
- helping to prevent alcohol related ASB in public spaces.
- offering reassurance to the public

The key questions that were explored were: How did the scheme help to promote Covid safety? To what extent did the scheme assist local authorities and policing teams? How did the scheme help provide a response to ASB? Did the scheme provide reassurance to the public? What lessons can we learn?

The evaluation was conducted using a mixed-methods approach and effort was taken to encapsulate the views of as

many parties as possible, including local authorities and partners (through their CSPs), local councillors, councillor advocates, MPs, the police, marshals, CCTV operators, businesses and members of the public.

Data was retrieved from the following sources and analysed using a thematic approach by drawing out themes from the responses that were received:

1. End of Summer feedback reports provided by the CSPs, the OPCC received reports from all CSPs who participated in the scheme which included feedback collected from local councils, businesses, marshals and the public.
2. A survey to operational police staff, which received 74 responses
3. An online public survey via Facebook which received 773 responses⁵
4. An analysis of 132 items of correspondence received by the OPCC
5. 16 responses from PCC councillor advocates and local MPs in response to a request for feedback on the Safer Summer Scheme's operation.

⁵773 people responded to the initial questions. Individuals were prevented from answering later questions about how marshals made them feel if they did not see or interact with the marshals and as such the number of responses to these later questions was lower, at approximately 263. In considering the findings from the public survey it should be noted that due to challenges around timing and Covid-19 restrictions on face to face engagement the survey was conducted for 8 days and only via Facebook. It is recognised that this will not have allowed the fullest possible access to the views of our communities. CSPs, where able, also sought to include public feedback received locally in their CSP Reports.



Feedback

The evaluation considered all elements of the Safer Summer Scheme but has a significant focus on the marshals which were the most visible element of the initiative. The key feedback and findings from the evaluation are explored below.

Many positive comments have been received about the usefulness of the Safer Summer Scheme as an assistance to local authorities during the Covid-19 pandemic. The Scheme was implemented at a time when lockdown was being lifted and authorities were under considerable pressure to re-open their public spaces, whilst maintaining that they were safe and COVID-secure.

As Cornwall Council has expressed:

“The Safer Summer Scheme met a real need, particularly in a developing, uncertain time. The scheme placed real people on the ground to help provide visible and approachable contacts to help deal with enquiries from the public and to provide Covid related advice and guidance.”

Simon Mould

Head of Service, Communities,
Cornwall Council

CSP End of Summer Reports

It is clear from the CSP end of summer reports that the scheme’s ability to respond to ASB, and the demands of the pandemic more generally, varied per location, as each area had differing infrastructures and arrangements.

In Plymouth, for example, the Safer Summer Scheme funding was utilised to support a pre-existing model within the NTE – marshal teams were already well established, had radio equipment, a relationship with the local policing team, CSAS powers and a sophisticated reporting system in place. In other locations however, for instance, Teignmouth and Newton Abbot, marshal teams had never been used and establishing working protocols and practices was challenging within the short timeframe. CSP Managers and leads in areas with previous experience of such schemes provided valuable support and advice to their colleagues in other CSP areas which helped them to develop their plans and approaches at pace and highlighted the benefits of partnership working across CSPs.

Evidence suggests that marshals were especially helpful to businesses, who had to grapple with implementing social distancing measures in and around their premises over the summer. Marshals were used on many occasions to provide advice to business owners about Covid-19 measures and to help prevent crowding. Some comments were received that expressed disappointment amongst business owners about the scheme ending, with some areas looking at ways they can fund marshals in the future.

The scheme also assisted local authorities by promoting partnership working. In North Devon and Torridge, meetings were held six days a week with representatives from the police, local councils and the marshalling companies to discuss daily operations. Feedback from some CSPs also showed that some marshal reports were





Meeting up with marshals and community members in Teignmouth

used as intelligence by local councils, helping them to respond to need in their areas. For instance, in Torbay, reports of homelessness were used by the local Outreach service to assess risk. In Exeter, the CSP reports of littering were used as intelligence by council cleaning services to direct their activities.

Feedback from CSPs and the marshals also showed that in some locations the marshals adopted a wider public safety role, helping to relieve pressure on other public services. For example, marshals conducted welfare checks on vulnerable individuals, provided medical assistance to members of the public, assisted with missing persons and helped homeless individuals seek refuge. In St Ives, marshals were commended by Cornwall Fire and Rescue for their instrumental role in safely evacuating the harbourside during a fire.

There is also some evidence to suggest that the marshals assisted the police in their response to ASB through detecting and de-escalating emerging incidents. For instance, marshals acted as additional 'eyes and ears', enabling them to report incidents to the police as they were evolving. Once reported, this could potentially evoke a more efficient police response and, on some occasions, enabled officers to reach incidents before they had escalated.

Some feedback was also collected that highlighted the usefulness of the marshals for dispersing anti-social groups and addressing unwanted behaviours. For instance, the North Devon and Torridge CSP recognised that marshals helped to deal with alcohol misuse and youth anti-social behaviour in Bideford

Beyond the marshals, many positive comments were received about the



CCTV coverage provided by the Safer Summer Scheme. Whether a new CCTV unit was installed, or additional monitoring hours were provided, all CSPs and local councillors were positive about how the additional investment in CCTV had increased detection of ASB. The response from Plymouth noted that due to the additional monitoring hours provided by the scheme, response times to radio and telephone calls had increased by 40%.

Positive feedback was also received about the use of taxi marshals, which were deployed in Torquay and Plymouth. Both CSPs noted in their reports that the marshals played an integral role in de-escalating ASB at taxi ranks and for ensuring that patrons left locations safely.

It is nonetheless important to note that some locations did not necessarily have an 'ASB focus'. Some beach locations – for instance, Woolacombe and Croyde – were noted by the CSP as having low baseline levels of ASB and marshals' operations in these areas were mainly focused on maintaining social distancing.

The deployment of marshals was not universally welcomed and in some areas, observations were made that the marshals had not delivered the full range of benefits that had originally been envisaged. The reasons for this varied and included lower levels of ASB or crowding than had been anticipated, a lack of continuity in marshals deployed which led to a loss of knowledge, limited understanding within the community of the role of the marshals in some locations and a lack

of powers to enable the marshals to take action which impacted on their ability to de-escalate issues.

The speed with which the scheme was put together reflected the extraordinary and unique circumstances of summer 2020. The scheme was devised and implemented in most locations within 10 days as ASB/social distancing concerns began to arise in late June 2020. The overarching objective was to provide support to policing and local communities in a time of considerable uncertainty. It was routinely recognised by all CSPs and by the OPCC that the speed at which arrangements were put in place meant that some challenges arose which might have been mitigated by a longer lead in time, although all recognised the extraordinary circumstances in which the scheme was operating.

Local policing team survey

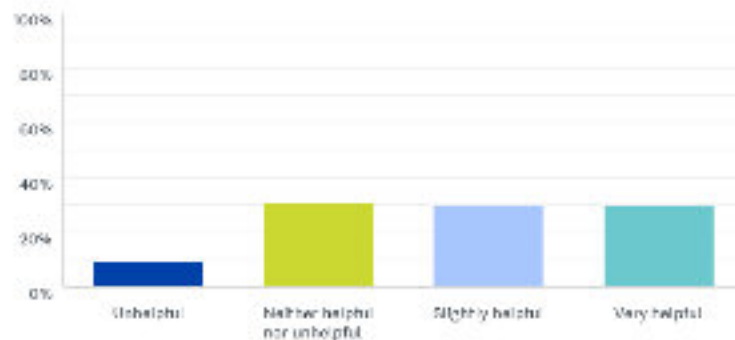
The OPCC conducted a local policing team survey to collate the views of operational police staff that had seen or interacted with the marshals across the locations. The aim of the survey was to understand how useful, if at all, operational staff felt the marshals were as a response to ASB. 74 individuals completed the survey.

Survey results showed that 60% of operational police officers and staff who saw or interacted with the marshals thought they were either 'slightly' or 'very' helpful in the prevention and de-escalation of ASB (see below).



How helpful, if at all, do you think the Safer Summer Scheme marshals were in the prevention and de-escalation of ASB?

Answered: 74 Skipped: 0



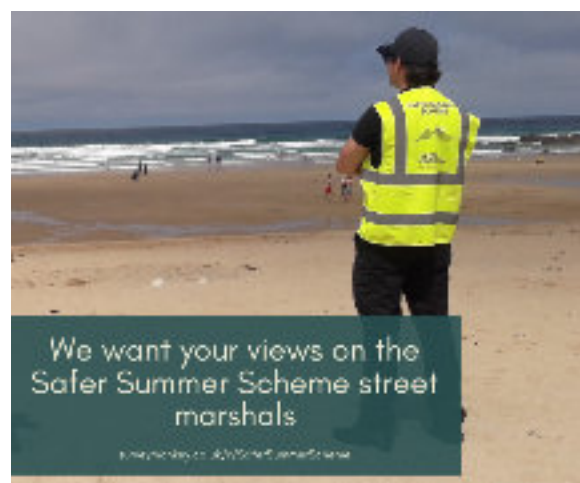
ANSWER CHOICES	RESPONSES	
Unhelpful	9.46%	7
Neither helpful nor unhelpful	31.08%	23
Slightly helpful	29.73%	22
Very helpful	30.73%	22
TOTAL		74

Whilst 54% recognised that the marshals may not have reduced calls to service to ASB incidents, 64% stated that they would be supportive of similar marshalling schemes in future.

Survey results varied between areas, with 100% of the officers and operational staff that saw or interacted with marshals in Plymouth thinking they were either 'slightly' or 'very' helpful and 100% feeling that marshals reduced calls for service to ASB incidents.

Public survey

The OPCC also undertook a public survey, which was carried out at the end of September 2020. The survey was primarily shared on Facebook but was also disseminated by other partners involved in the scheme via their own channels. Whilst all members of the public were invited to answer the initial



How the survey was promoted

questions, the bulk of the survey was focused on seeking the views of individuals who had visited the Safer Summer Scheme locations and were aware that the scheme was operating. The survey was only open for a short period of time (8 days) and received 773 responses. The timing of the survey (i.e. after the summer period had





Launching the scheme in Perranporth, Cornwall

largely ended) and the focus on online surveying are recognised as limiting factors in the usefulness of the public survey.

Key findings from the survey include:

- 76% expressed concern about visiting beauty spots this summer (when all survey respondents are considered, including those that did not necessarily visit any scheme locations)
- 37% of respondents who visited one of the Safer Summer Scheme locations said they were aware of the marshal scheme
- 64% of respondents who visited one of the locations said they saw or interacted with the marshals

- 33% of respondents said the marshal scheme made them feel 'a little' or 'much safer' however 55% felt it had made no difference to their feelings of safety

- Overall, 40% of respondents said they would be supportive of a similar scheme in the future (15% did not know and 45% said no). Support rose to 47% if the respondent had seen or interacted with the marshals but dropped to 28% if they had not seen or interacted with them.

Feedback received from the marshals in the CSP reports generally stated that members of the public they had interacted with were positive about their role.



Learning points on marshalling

A number of factors have been identified throughout the OPCC's evaluation which will support the OPCC, CSPs and any organisation seeking to deliver similar schemes in the future, both during the current pandemic and beyond. These include:

Increasing the visibility of marshals.

This includes ensuring consistency of uniform across locations and compliance of marshals in wearing their uniform (as some CSPs reported that uniform was not always consistently worn) and considering the appropriateness of lone patrol as opposed to patrolling in pairs to increase visibility.

Clear and regular communications with the public at local level. Visibility and understanding of the role of marshals is also an important factor for gaining support from the public. Results from the public survey indicated that more people were supportive of the use of marshals if they saw or interacted with them. Clear, consistent and regular communications at the local level to explain the role of the marshals, including how, when and where they will operate are of importance.

Direct radio communications between marshals and partners. The benefits of regular and clear communication between marshals and partners were clearly highlighted by some of the schemes in operation. In particular the importance of radio communication with:

- Police: this will allow marshals to report ASB incidents more

efficiently, as some marshals only method of contact with the police was via 999 or 101. Establishing a single point of contact within the police to ensure that marshals are well connected with the local policing team was also highlighted.

- CCTV operators: who can divert marshals to lower-level ASB incidents within locations (where appropriate).
- Businesses: ensuring that shop employees have a direct line of contact with the marshals, enabling quick responses to incidents.

The potential for delegated enforcement powers to support greater action on ASB. The use of CSAS (or enforcement) powers, which may allow marshals to de-escalate incidents more effectively emerges as a key issue for consideration in any future initiatives. In almost all of the CSP reports - and in many of the comments received by the police and local councillors - it was recognised that the marshals' ability to de-escalate ASB was hampered by their lack of enforcement powers which, in some instances, reduced compliance by members of the public. Delivery of delegated powers to new organisations would not have been possible during the timescales involved in the scheme but it provides further learning for future schemes. Responses from the local policing survey indicate that operational staff were more confident in the marshals' ability to respond to ASB in Plymouth. Whilst not withstanding other



factors, it is possible this is due to the fact that marshals in Plymouth had delegated powers from both the police and local authority.

Planning and organisational matters.

A number of key factors have been identified through the evaluation process, in particular:

- Ensuring flexibility with regard to marshals' patrol hours to provide that there is coverage during periods of high demand.
- Ensuring clear governance practices and protocols are in place locally to support management of the marshals, in particular for daily tasking and for real time and post event reporting.
- Ensuring there is enough time to adequately prepare for the implementation of marshalling schemes in terms of processes, communications and the selection of marshalling services. This would ensure that marshals have background knowledge of patrol routes and the issues faced by the town, that they are well trained and have sufficient experience in de-escalating ASB and in engaging the public, that there is consistency during the course of deployment given the importance of knowledge and training which will also enable the marshals to build relationships with key partners.

Overall Conclusion

Summer 2020 presented a unique set of challenges beyond the normal summer pressures which result from tourism. The Covid-19 Safer Summer Scheme was implemented in July 2020 as a direct response to the relaxation of lockdown restrictions and emerging community tensions regarding anticipated ASB and social distancing.

Overall, the scheme has been successful in meeting its objectives and providing support to local authorities and the public during a time of grave uncertainty. The scheme pioneered the use of marshals as a support mechanism in the pandemic and has attracted attention from national government who have sought to learn from Devon and Cornwall's experiences.

A series of key learning points have been recognised as a result of the initiative which should assist organisations seeking to implement similar schemes in the future. The interim findings from the OPCC's evaluation were shared with the Devon and Cornwall Local Resilience Forum, which includes all upper and second tier local authorities in October 2020 to assist them in the development of their plans for Covid-19 marshals over winter 2020/21 as our communities and partners continue to manage the many challenges of the pandemic.



Annex A: Details of the measures implemented in each location

Cornwall

Perranporth/Perran Sands

- 2 x marshals for 30 hours per week for 10 weeks
- Additional 21 hours per week of CCTV monitoring
- Deployment of mobile CCTV camera

Penzance

- 2 x marshals for 40 hours per week for 10 weeks
- Additional 54 hours per week of CCTV monitoring

St Ives

- 2 x marshals for 40 hours per week for 10 weeks
- Additional 14 hours per week of CCTV monitoring
- Additional CCTV camera at Tregenna Place

Truro

- 2 x marshals for 30 hours per week for 10 weeks

- Additional 69 hours per week of CCTV monitoring

Newquay Fistral Beach

- 2 x marshals for 36.9 hours per week for 10 weeks
- Body worn video equipment for street/beach marshals
- Additional 16 hours per week of CCTV monitoring
- New CCTV camera to cover Fistral Beach area

Newquay Central (Towan Beach and Town)

- 2 x marshals for 32 hours per week for 10 weeks
- Body worn video for street and beach marshals
- Radios for marshals and RNLI stations to link up with partner networks
- Additional 16 hours per week of CCTV monitoring

Bude Waterfront

- 2 x marshals for 49 hours per week for 10 weeks
- New CCTV camera and mobile CCTV at Summerleaze Dunes
- Welfare items to provide support to vulnerable individuals



Devon

Croyde

- 2 x beach/street marshals for 49 hours per week for 10 weeks

Woolacombe

- 2 x beach/street marshals for 49 hours per week for 10 weeks
- Bideford Quay/Westward Ho!
- 2 x beach/street marshals for 49 hours per week for 10 weeks

Exmouth

- 2 x marshals for 18 hours per week for 10 weeks
- Installation of CCTV covering Marine Drive, seafront and Orcombe Point

Teignmouth

- 2 x street/beach marshals for 44.2 hours per week for 9 weeks

Newton Abbot

- CCTV – reinstallation and repair of two cameras
- Additional CCTV monitoring hours over weekends
- 2 x street marshals for 30 hours per week for 8 weeks

Torquay

- 2 x street marshals for Harbourside for 38 hours per week for 10 weeks
- 2 x Torbay street wardens for 10 hours per week for beach presence
- 2 x beach marshals for 56 hours per week for 5 weeks at Babbacombe Downs
- A Hopes Nose Marshal for 15 hours per week for 10 weeks
- Support for Best Bar None

Paignton

- 2 x street marshals for 18 hours per week for 10 weeks
- 2 x beach marshals for 8 hours per week for 5 weeks at Goodrington South

Brixham

- Additional CCTV monitoring hours for 20 hours per week
- Exeter Quay
- 2 x marshals for 53 hours per week for 10 weeks (and EBAC radio link)

Exeter Cathedral Green

- 2 x marshals for 53 hours per week for 10 weeks (additional 13 hours per week has been funded locally) (and EBAC radio link)



Plymouth Hoe⁶

- 2 x marshals for 30 hours per week for 11 weeks (PARC Rangers)
- Mobile CCTV for 8 nights over the 10 week period
- 4 portaloos for 10 weeks (and additional cleaning)
- Support for street pastors

Plymouth Barbican

- 2 x marshals for 30 hours per week for 11 weeks (PARC Rangers)
- 2 x taxi marshals for additional 7 hours per week for 11 weeks
- Additional CCTV monitoring to enable double crewing at weekends
- Support for street pastors and Best Bar None



⁶The Police and Crime Commissioner has also supported the installation of permanent CCTV and a rapid deployment camera at Plymouth Hoe.

Exmouth was among areas chosen for the Safer Summer Scheme



Annex B: Summary of the CSP end of project reports

The OPCC received over 75 pages of End of Summer Reports from the CSPs which detailed the operation of the scheme, final costs and provided feedback from the CSP and from other partners and the local community members involved in the scheme. It is not possible to replicate all of that information in this report but the OPCC has sought to include a summary of each of those reports below.

Plymouth Hoe and Plymouth Barbican

Overview

This scheme has had a positive impact on both localities throughout the period of the funding period. The funding has permitted a swift response to the emerging issues.

Very early in the implementation of the marshals we chose to adopt a slightly flexible approach, basing the decisions on intelligence, threat levels, weather changes and demand. The marshals were provided by Plymouth Against Retail Crime (PARC) through an expansion of their existing PARC Ranger capacity. This allowed the deployment of marshals at key demand times to increase their effectiveness.

During the course of the funding period marshals were deployed in line with the city's need and deployment could last until 0100 hours. The number of operational marshals deployed ranged from 2 to 6, again based on specific demand.

In addition to PARC rangers, taxi marshals were also deployed to the barbican area, again hours were kept flexible depending on demand. Street Pastor teams focussed on Saturday night patrols. The funding for the additional CCTV operators allowed the service to offer enhanced cover on Friday and Saturday nights during the project period.

Feedback from Plymouth Against Retail Crime

PARC street marshals were implemented to reduce anti-social behaviour and increase community engagement across the Barbican and Hoe. Working across the localities the team devised an operational plan providing coverage during peak periods and a dynamic rapid response to emerging issues. This response permitted peak time deployment allowing increased engagement with visitors both addressing and sharing information in relation to COVID, crime, disorder and community safety. They provided a duty of care to the public including the vulnerable by having a friendly, professional, approachable, problem solving attitude with a high level of integrity both increasing the sense of safety throughout the area and reducing police demand.

During the period PARC produced 10 reports over 365 pages in total which



document a wide range of valuable information and evidence and statistics. This information was shared with interested parties to ensure that appropriate considerations came when looking to address new emerging issues, repeat offenders and matters of safety.

Street Pastors

Pastors have been engaging with people on the street, removing bottles and glasses from the streets, supporting those vulnerable through a variety of reasons and giving water, blankets and flip flops to those in need.

CCTV

Whilst the impact of the CCTV was difficult to measure the response time to radio calls and telephone calls to the CCTV office was improved by approximately 40%, this would have had a direct impact on police response times and the support to front line officers and Night Net customers.

Highway Safety Car

The use of the parking CCTV van on the Barbican was successful in initially dispersing, but then deterring anti-social parking (car meets) in Commercial Wharf.

Best Bar None (BBN)

Working with Police, council licensing and environmental health, BBN produced detailed guidance for the licensed trade to answer specific questions from the trade and to clarify where we felt there would be ambiguity interpreting the national Covid-19

guidance leading to potential ASB or problems. The guidance was sent to all licenced premises and has given a clear, consistent approach ensuring that Covid-19 rules and guidelines have been properly understood and followed; thus raising standards. BBN shared information on outside spaces and pavement licences and encouraged the use of outside spaces for more food orientated business. This led to one venue that was predominantly drink led turning to a food led approach.

BBN also visited venues on the Barbican to assist in the implementation of Covid-19 guidance, conducted risk assessments reviews/checks and offer advice and support where required- either at their request or request of the police. BBN have engaged with Police licensing and Council Licensing acting as a conduit between the licensed trade and authorities to make sure that any issues are dealt with and necessary information is conveyed.

BBN have been working to increase membership of the Nite-net radio scheme with several new venues (currently 5) now taking a radio. This enables them to link with both CCTV and the Marshals, to share information regarding troublemakers etc. on the Barbican and across the city. This allows them to prevent ASB behaviour in the area and quickly identify problem groups and individuals.

Taxi marshals

Taxi marshals have assisted in the access to taxis safely during this period to over 3,800 people. Funding attributed to this has extended both the times and remit of the taxi marshals thus



permitting the safe flow of people in and out of the locality. Taxi marshal duties were extended to engage with members of the public throughout the locality giving advice and guidance where required, de-escalating situations and dealing with issues such as parking issues.

Feedback from the community safety partnership

“The funding was a welcome addition to our partnership work in the City. The funding allowed us to provide additional capacity on the ground working in partnership between the Local Authority, Police, PARC and other local partners providing direct and robust action to intervene at a crucial point when matters of anti-social behaviour were escalating and provide community reassurance to support residents, businesses and visitors to enjoy the Barbican and Hoe in a safe and enjoyable way. It was a very successful scheme and feedback has been very positive of the role that this funding has played in supporting people to enjoy a safe night out in Plymouth.”

Exeter Quay and Exeter Cathedral and City Centre

During the 10-week period that the Street Marshals were in operation, both teams in Exeter City Centre and Exeter Quay built good relationships with the businesses in their area. This process took much longer in the City Centre due to the higher number of business premises and level of demand upon the marshals.

Public interaction with the marshals increased as the scheme went on, especially once the official tabards were available. It was important that there was a uniform and brand in order for the public and business community to identify with the marshal scheme.

The City Centre is a very different environment with more complex issues. The marshals have spent some time alongside the Neighbourhood Policing Team to gain an insight of the how they police the City and to improve engagement and interaction. This has seen an increase as a result in interactions with the street attached in the area of Cathedral Green and requesting them to turn down music, stop drinking and remove their rubbish. Whilst this hasn't solved the issues, it is helping to modify behaviours.

Exeter City Council CCTV Feedback

“I have sent the Marshals to various incidents and have been able to stand down Police as the problem had been sorted by them/presence had been enough. I have also been asked various times by the Police if the Marshals could be dispatched to some of their ASB Logs. So all in all, very good from my side.”

Outcome:

During the 10 weeks of operation, the marshals made in excess of 1,100 reports across the two locations. Reports have included from aggressive begging, drug related issued, youngsters swimming in the canal and river, homeless interaction, helping with medical issues and educating around street drinking to list a few. We utilised a



system called DISC (Database & Intranet for a Safer Community) which EBAC use for the gathering of reports relating to business crime and ASB. The reporting facility on this platform allowed for the reports to be forwarded to third parties. Therefore incidents of street drinking/ASB are forwarded directly to the police, rough sleeping to Council's homeless team and outreach provision, rubbish/needles to the cleansing service. It allows for partners to be updated in 'real time'.

Lessons learnt

In terms of lessons learnt in an ideal world we would have had a longer lead in time and not dealing with a global pandemic at the same time. This would have allowed for a more enhanced training to get things right from the off, better introductions with the business community and voluntary sector partners and ensuring that we had the technology in place for real time reporting from the start.

If we were to look at a model going forward we would look at CSAS accreditation and possible other duties that the role could be given to tackling anti-social behaviour in the city. We would also seek to upskill further on referral pathways for services such as substance misuse, housing and domestic violence so that as barriers break down they are able to have a positive intervention when the time is right.

Exmouth

Overview

Historically Exmouth has suffered from alcohol related forms of ASB from individuals, but the main issue has been the related anti-social driving both with noise and speed featuring greatly with specific roads being subject to being used as a race-track on evenings or parking for Cruises. This changed on the evening of June 24 for the beach area with Orcombe Point becoming a flash point due to a large group gathering on the beach, which attracted attention from national media.

The East & Mid Devon Community Safety Partnership agreed that we would be well placed to be able to utilise the OPCC's offer of support under the Safer Summer Scheme. Specifically, Beach Marshalls and CCTV delivery, in the Orcombe Point/Marine Drive area of Exmouth.

Marshals

It soon became obvious from comments that the marshals were well received by the police and other agencies working alongside them, with contacts into Local Police, District Council resources, The Harbour Master, Beach Safety Officer and National Coastwatch Observers.

The street marshals were a visible deterrent/support. Prior to their deployment the beach safety officer observed disturbances and made reports to police; later additional reports were made following the end of the scheme. It cannot be determined how the marshals might have assisted in



those instances but they would have been an early warning system around the build-up of the groups highlighting the issues for the local police to try and deal with.

CCTV

The Coastwatch observers were given access to the new CCTV camera in order to observe the beach and the sea in order to save life and promote sea rescues. This gave us the opportunity for live monitoring 365 days a year from 0800-1800hrs as part of their search and rescue function. A new protocol was developed for this usage which allowed them to report on the system and report to the police.

CCTV coverage also gave us the ability to capture evidence of disturbances on the beach, utilise the camera for live monitoring of ASB/criminality and lifesaving/search and rescue off that area, as well as ASB driving the main problem observed along the seafront (giving legacy to the system).

Feedback

The Town Council, District Council and County Council have all been supportive of this multi-agency approach and the further development of CCTV and the work of the marshals alongside existing partnerships, which we will develop upon.

Unintended consequences

A wider use of the CCTV to save lives has helped to develop a greater working relationship with the National Coastwatch Observers.

Newton Abbot and Teignmouth (Teignbridge)

Overview

- Marshalling hours undertaken for the period from 25/07/20 until the 30/9/20
- Newton Abbot - CCTV repairs were undertaken to two key cameras in the CCTV system. A further camera was upgraded. Newton Abbot Security Trust also provided additional monitoring hours which enabled them to cover the shifts the street marshals were working

How useful was the marshalling scheme in addressing ASB across locations?

Feedback has been mixed. It is difficult to compare the summer of 2020 with those of previous years due to Covid-19. However, there have also been many comments about the importance of a deterrent factor due to the presence of those in uniform which was achieved by the marshals.

The information from reports clearly suggests the marshals were able to engage with situations that could have potentially escalated and in the main those that they spoke to were compliant.

If the scheme was re-run learning from the 2020 scheme would result in improvements.

How, if at all, did the implementation of CCTV address concerns regarding ASB?



Feedback on this is positive from both the Police and Community within Newton abbot. Additional coverage also provided further support for the marshals when they were operating.

Feedback from the CSP

"I think one learning point is that with a longer lead in time to the project the operating procedures could have been considered in more detail and there should have been more oversight to ensure the objectives of the scheme remained at the heart of delivery throughout the project. It is clear to see from the marshals report that they received a lot of positive comments from the community and business."

Torbay

Street marshals - town centre environments including ENTE:

Addressed a significant amount of ASB

- Prevented the escalation of issues from lower level to which required Police involvement
- Provided community reassurance and hence would also infer a deterrent to activity
- Taxi marshals allowing the management of the ranks and escalation in behaviour
- Provided a mechanism to have co-ordinated tactical response between the CCTV Control room (Observation), marshals (on the ground rapid response) and Police (intervention for high risk

cases). Worked really effectively in allowing a proportionate response and nipping things in the bud through rapid link with CCTV

Beach based marshals:

- Limited ASB experienced in the area, hence impact was minimal. Beaches were busy, but did not result and usually doesn't result in ASB activity.
- Provided a reassuring presence and will have resulted in deterring in some element, although this cannot be evidenced.
- Babbacombe area marshals focused more on reassurance and deterring behaviour

Hope's Nose [marshals had enforcement powers]:

- Issuing FPNs as part of the enforcement of PSPO
- After four weeks of high enforcement activity resulted in no further ASB and changed the dynamic and use of the area completely. Resounding success
- Reduction in litter and encourage community response to preserving the environment

CCTV additional hours:

- Significant impact in ability to respond to multiple incidents enabling marshals and Police to respond accordingly



- Resulted in more evidence being collated and provided to increase arrest rates and further action being taken
- Enabled incidents to be identified more quickly and hence resources allocated more promptly, resulting in de-escalation of a situation
- Considered that it has a significant impact on managing incidents and hence effecting behaviour

Feedback from the CSP

- Overall, the scheme was received well by the community, especially the local business community as they probably had the most consistent engagement throughout the summer rather than potential one offs with members of the public
- The impact on the ENTE was significant and helped support the local businesses in these difficult times. Feedback from the business community that this was extremely helpful and might provide an opportunity for partnership working going forward
- The connectivity that was established by linking in with CCTV Control room was exceptional and proves the importance of a connected model of delivery to achieve the best outcomes. Important that this is reflected in any future service

delivery and maybe lessons learnt

- Hard to evaluate the impact on ASB levels due to the changing nature of the environment due to C-19 and hence benchmarking not possible
- That the visual appearance of the marshals is important and if replicated this could be changed
- A wider remit in the funding criterion may have assisted in allowing a more local and innovative approach, but recognised that this was in response to an emerging issue
- Hope's Nose activity had a significant impact, so much so reduced all ASB.
- That the timing for the scheme early summer through to end September is appropriate for Torbay

Unintended consequences

- Business community exploring to fund the scheme next year
- Exploration of a more tactical response to provide community reassurance in the evening and night-time economy. Especially the evening where there is no other presence. This resulted in cohesion in the business community
- Community response to wider engagement around Hope Nose



and litter picks

- Influencing national behaviour of those fishing at Hopes Nose. Connection with national networks

Bideford Quay/Westward Ho! Croyde and Woolacombe:

Overview

Two marshals were employed to patrol the environs of each area for a total of 9 hours a day, 7 days a week. The times of deployment fluctuated during the period of the scheme for operational reasons. For example, if we had reports of anti-social behaviour occurring later in the evening we would shift patrols from earlier to later in the day.

Effectiveness of marshals

The presence of the marshals has clearly benefitted the areas where they were present. Local town and parish councils reported a marked increase in visitor numbers and the marshals have played an important role in management of this influx of tourists this summer. Throughout the summer we held a meeting each day at 9 am to discuss the previous day's events and it was clear from these conversations that they were an effective community resource.

Ongoing Anti-Social Behaviour issues in Bideford were successfully addressed by the scheme. The daily tasking meeting was used to direct the marshals to issues concerning alcohol misuse in

jubilee square, youth ASB at the skate park and dog fouling on sports pitches. Working closely with North Devon and Torridge councils meant that the Anti-Social Behaviour escalation process was able to be initiated quickly.

In Croyde and Woolacombe the marshals performed a variety of tasks but much of their work concentrated on assisting with social distancing around and outside business premises. This task was especially important as there was the need to socially distance coupled with increased visitor numbers. The marshals also paid special attention to areas that had issues with anti-social behaviour such as the village centre car park.

Feedback from the CSP

Overall, the feeling is that the scheme has been a success. The 9am daily meeting that was held six days a week throughout the scheme was integral to its operation. There was constant attendance from both councils, police and other engaged parties.

Feedback from local councils

The marshals have generally been well received by the relevant parish councils. The councils were invited to participate in our daily tasking meetings and representatives from Woolacombe attended the majority of meetings. We also received positive feedback from Braunton Parish Council and Ilfracombe Town Council.



Cornwall - Perranporth, Newquay, Penzance, St Ives, Bude and Truro

Overview

Marshal schemes aimed at tackling anti-social behaviour and improving safety in the Evening and Night Time Economy had previously been used in Newquay and Truro. This experience helped shape the specification for the Safer Summer Scheme patrols and meant there were existing relationships to call on with service providers. The spirit of the patrols designed to be in line with the 3 Es (Encourage, Engage, Explain) regarding social distancing measures and diffusing rowdy or anti-social behaviour.

What impact have the marshals had over the summer months?

All Safer Summer funded locations felt that the street/beach marshals had had a positive impact in the local area over the summer months. Four described it as “Very positive” and another two as “Mostly positive”.

To what extent do you believe beach/ street marshals have been able to carry out key elements of their role?

All locations were asked whether they agreed whether the marshals had been able to carry out key elements of their role. The two elements most strongly agreed with were being able to “deal with enquiries from the public” and to “provide Covid related advice and guidance”. One location was unsure as to whether the marshals had been able to reduce demand on police, improve public confidence or provide community

reassurance due to the complexities of measurement.

In addition to the main duties above the marshals were also in the position to be able to help address some wider community safety issues [...]. All locations agreed that the marshals had been able to defuse confrontation/ prevent incidents from escalating and four agreed that they had been able to reduce alcohol-related anti-social behaviour. The outcome with the lowest level of agreement was “safeguarding children and young people” which only one area agreed with.

Inter-agency working

There was a general consensus that the marshals worked well with existing resources on the ground in each area. There were some limitations to this due to already stretched resources but also some excellent examples of collaboration including a significant fire in St Ives.

CCTV

Additional CCTV monitoring for Penzance, St Ives, Perranporth and Truro commenced on July 18 for a ten-week period.

All street marshals were given the CCTV Control Room telephone number in case they needed support from Control Operators as were the RNLI at Perranporth.



Learning from the experience

Lead-in time: out of necessity, the scheme was introduced very quickly, and each location felt that more lead-in time would have been helpful to set up the marshals and CCTV in each area. A longer lead-in time would help address some of the learning points in the future. A lot of work needed to be done very rapidly on the ground to set up the marshals in particular.

Selection of locations: from an officer perspective, it was felt that it would have been useful to have been involved in the selection of locations in Cornwall. A broader range of local evidence could have been used to help support the decision-making process. A clear and transparent selection process with more local input would have been helpful to manage expectations and provide clear rationale for those locations selected.

Welfare support: linked to the selection of locations it was also felt that there could have been more flexibility over what the funding could be used for as none of the towns were able to enhance their welfare or outreach support and this was felt to be a missed opportunity.

Marshal training and knowledge: a condition of the grant agreement was that all street marshals would be Security Industry Authority (SIA) accredited. An assumption was made that all marshals provided would be accredited but it was discovered some weeks into the arrangement that this was not the case in all areas. This would be remedied if the scheme was run again and with longer lead time to arrange.

CSAS powers: a common theme from the feedback across the locations in Cornwall was that the street marshals would have benefited from some additional powers.

Local knowledge: anecdotal feedback from local partners and the marshals highlighted that the extent of local knowledge and briefing about the patrol 'patch' were important factors in their success in engaging with residents, and how confident they felt on patrol.

Public Communication: feedback highlighted that the level of understanding about the role was variable, both amongst local partners and the general public. Some marshals stated that it would be advantageous for businesses and local communities to have had visits/communications from local council representatives ahead of the scheme going live.

Communication between marshals and police: there was anecdotal feedback that communications between marshals and the control room operators was limited. There were also several reports that local policing teams were not able to provide the marshals with a single point of contact (SPOC) which had a negative impact on their ability to communicate quickly on the ground.



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