

PERFORMANCE SCRUTINY MEETING

AGENDA

DATE OF MEETING	12 MARCH 2024
TITLE OF MEETING	THE COMMISSIONER'S POLICE & CRIME PLAN 2021-2025: END OF TERM REPORT
TIME OF MEETING	10:30 AM
LOCATION	VIRTUAL
CONTACT	OFFICE OF THE POLICE & CRIME COMMISSIONER FOR DERBYSHIRE 0300 122 6000
DISTRIBUTION	POLICE & CRIME COMMISSIONER DEPUTY POLICE & CRIME COMMISSIONER CHIEF CONSTABLE DEPUTY CHIEF CONSTABLE ASSISTANT CHIEF CONSTABLES ASSISTANT CHIEF OFFICER (RESOURCES) HEAD OF CORPORATE SERVICES OPCC CHIEF OPERATING OFFICER OPCC HEADS OF DEPTS OPCC COMMUNICATIONS OPCC PERFORMANCE & DATA ANALYST

AGENDA ITEM	SUBJECT
1.	INTRODUCTIONS
2.	ANNOUNCEMENTS FROM THE COMMISSIONER
3.	ANNOUNCEMENTS FROM THE CHIEF CONSTABLE
4.	THE COMMISSIONER'S POLICE & CRIME PLAN 2021-2025: END OF TERM REPORT



AGENDA ITEM

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PERFORMANCE SCRUTINY MEETING

REPORT TITLE	END OF TERM REPORT: THE COMMISSIONER'S POLICE AND CRIME PLAN 2021-2025
REPORT BY	CHIEF CONSTABLE
DATE	12 MARCH 2024

PURPOSE OF THE REPORT

To provide assurance to the Police and Crime Commissioner that the Constabulary are making progress towards the Commissioner's Police and Crime Plan.

ATTACHMENTS

None

RECOMMENDATIONS

To determine if the Commissioner can gain direct assurance that this area of business is being managed efficiently and effectively.

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1. OVERVIEW

- 1.1. This report provides a summary update on the Derbyshire Constabulary's delivery of the Commissioner's Police and Crime 2021-2025. It should be considered in conjunction with the relevant Performance Scrutiny Reports (PSM) from the past 12 months, which provide more relevant detail for each section of the Police and Crime Plan.
- 1.2. The Chief Constable's commitment to deliver against the priorities and objectives outlined in the Police and Crime Commissioner's Police and Crime Plan, is set out in the Derbyshire Constabulary's Police and Crime Delivery Plan 2021-2025. Throughout the term, the Chief Constable has overseen and monitored the force's progress against the deliverables set out in the plan, through the Chief's Assurance Board and associated governance across the force. The Chief Constable is held to account by the Commissioner, through her public Performance Scrutiny Meetings as well as an internal weekly meeting.
- 1.3. The force is proud of the many achievements which are set out in this report, representing delivery against the plan. There has been significant change and progress over the past three years, and this is reflected in this report. It is through these achievements, that we continue to make Derbyshire one of the safest counties to live, work and visit. Central to this has been the force's continuing commitment to local policing. A strong Neighbourhood Policing Strategy, supported by technology, ensures that officers and staff in our Safer Neighbourhood Teams (SNTs) are visible, equipped to solve community problems, reduce crime and Anti-Social Behaviour (ASB), and deliver on locally agreed priorities. This strategy also recognises the needs of our rural

communities, supported by an increase in the capability of the force's dedicated Rural Crime Team (RCT).

- 1.4. To ensure the very best service right from the outset, the force has invested in its Contact Management Centre to reduce waiting times, recognise vulnerability at the earliest opportunity and allocate the most appropriate officer or indeed agency, to meet the needs of the person contacting the force. The force has also revised its operating model to improve how vulnerable people are identified and safeguarded. Approaches have been standardised whilst ensuring appropriate specialist resources are in place to tackle those who cause most harm in our communities.
- 1.5. Underpinning all of this has been the successful recruitment of an extra 351 police officers, through the Police Uplift Programme (PUP). This Uplift target was delivered by 31 October 2022, six months ahead of schedule. With investment, this number has been maintained into 2024.
- 1.6. The ability for the force to successfully deliver its policing priorities and tackle new threats, has been enabled through exercising good budgetary control and sound financial management. Alongside a focus upon productivity and efficiency, the force continues to provide good value for money in how it delivers policing services, identifying efficiencies, and seeking to reinvest these or use them to meet financial gaps.
- 1.7. The force recognises that there is still more to do. This year the Chief Constable set out her ambition to be an outstanding force within five years, delivering a service that the people of Derbyshire know and trust, based on strong local

policing, fighting crime, bringing offenders to justice, and protecting the most vulnerable from harm.

2. SUMMARY OF KEY ACHIEVEMENTS 2021-2024

2.1 Strong Local Policing

2.2 We have celebrated the delivery of extra officers for Derbyshire. Chief Constable Swann and Police and Crime Commissioner Angelique Foster were joined by PC Nathan Todd at 10 Downing Street, to celebrate the extra officers working to keep the people of Derbyshire safe. Operation Uplift was a national drive to recruit 20,000 extra police officers between April 2020 and April 2023. This is in addition to the normal recruitment undertaken every year to replace people retiring or leaving the force, resulting in 351 extra police officers in Derbyshire. The force has been able to support the national Police Uplift Programme (PUP) and recruit additional officers as part of the 'overshoot' programme. In year three of the PUP, we recruited an additional 50 police officers and for the 2023/24 financial year, we continue to not only maintain our Uplift numbers but again are supporting the national programme by taking on an additional 45 new police officers.

2.3 Through Government funding secured by the Police and Crime Commissioner (PCC), Derbyshire Constabulary have worked with the Office of the Police and Crime Commissioner (OPCC) to deliver Derbyshire Action Against ASB which includes Hotspot Policing and ASB Immediate Justice (IJ). This is a two-year programme over which there will be a full evaluation. Early results show clear improvements in public confidence and a reduction in ASB.

- 2.4 Officers and staff from Derbyshire Constabulary are frequently recognised for outstanding service and bravery. Once such example was a Derbyshire police officer, who alongside a PCSO from Leicestershire, received a BBC Radio Leicester award for bravery. The award was given for their courageous actions in preventing a man, who had doused himself in petrol from setting himself on fire, preventing serious injury to himself and other members of the public.
- 2.5 A new Despatch model has been developed and implemented through the Public Contact Improvement Programme in conjunction with Contact Management, both Divisions, Operations Division, and the Crime Directorate, with a view to:
- Enabling better management of incidents, particularly those graded as 'Priority'.
 - Reducing non-resourced incidents, speed up attendance and improve the victim experience.
 - Reducing risk and potentially create more capacity for response teams.
- 2.6 The force (with the support of the Commissioner) has successfully reintroduced the non-degree entry route, Initial Police Learning and Development Programme (IPLDP), as well as the introduction of the new Detective Constable Degree Holder Programme (DHEP). These have helped deliver Uplift and improve detective numbers.
- 2.7 Derbyshire Constabulary is one of the best performing forces for gender representation, ranked third of 43 forces in March 2022. As of October 2023, overall female representation was 51% with female police officer representation at 40% compared with 34.4% nationally. A high number of female candidates

continue to be attracted through the various recruitment campaigns. The recent DC DHEP campaign attracted 73% female candidates.

2.8 **Neighbourhood Crime and Anti-Social Behaviour**

2.9 The importance of continued communication with our communities is a core part of local policing. To support this a commitment was made between the force and Commissioner in the form of a Neighbourhood Policing Charter. This gives a clear expectation of the engagement and communication our SNTs will offer their local communities and key partners.

2.10 Implementation of a Strong Neighbourhood Policing strategy and supporting performance framework focusing on outcomes, engagement and problem solving. This is supported by 'in house' developed Apps to help record and monitor both engagement and abstractions.

2.11 Despite financial pressures, working with the Commissioner, the force was able to fund two new ASB Coordinator posts. These posts help ensure a consistent approach to tackling ASB across the force, maximising the use of Civil Orders available to us, so that the force is tackling ASB in the most effective way possible

2.12 Burglary has consistently been an operational priority for the force over the past three years. It is a concern for communities who want to feel safe in their homes. To provide a better service to victims and tackle burglary more effectively, the force introduced Neighbourhood Acquisitive Crime Teams in January 2023. These dedicated Teams of detectives and uniform officers, investigate all offences of home burglary, robbery, and some vehicle crime. The force has also always endeavoured to attend all home burglaries, with an average of 98.1% of home burglaries attended between January-December 2023. This put us in a strong

position following the Home Secretary's commitment to this attendance. This has been delivered through increased governance and scrutiny in force.

2.13 Through a problem-solving monthly report, the Prevention and Partnership Team highlight high demand locations which would be suitable for a problem management approach. The Team then support frontline officers and staff to work with partners to achieve long term positive results.

2.14 **Road Safety**

2.15 Operation Sparta, funded by the Police and Crime Commissioner, was launched in May 2022 as a new road safety scheme to help target speeding, predominantly using speed enforcement at community concern sites, and using intelligence to target offenders. During 2023 officers covered 7,309 miles, during a dedicated 847 total hours, during which they attended 89 enforcement locations and identified 255 additional offences. This included 365 vehicles being stopped for speeding with 296 given advice and education and 75 prosecutions. An additional 180 offences were detected including 26 for having no insurance, 10 had no driving licence, 10 for using a mobile phone, 12 for not wearing a seatbelt, 20 drug/driving offences, 2 tyre faults and 26 dangerous driving.

2.16 Derbyshire Constabulary is one of the leading regional forces for the management of abnormal loads on the road network, a statutory requirement for the safety of all road users. A dedicated Abnormal Loads Officer is now responsible for managing in the region of 250 abnormal load notices a day.

2.17 Throughout December 2022, officers from the RPU worked with our social media team to create an impactful and emotional video under the theme 'Don't get wrecked' showing the impacts and consequences of driving whilst impaired. The

campaign utilised Facebook, X (Twitter), Instagram, LinkedIn, and billboards in prominent public locations to reach a wide demographic. Insights show that the video was viewed 63.7K times on Facebook with 367 likes, 82 comments and 1.1K shares. Instagram received an impressive 91.6K views, 1,034 likes and 42 comments, which was also shared by local influencers on social media. The campaign resulted in 180 drink drivers arrested.

2.18 The force continues to maximise funding streams to reinvest in road safety and other priorities, including those from; Traffic Cops (£200k) and Abnormal Loads (£500k).

2.19 **Rural Crime**

2.20 Following funding from local councils and the Commissioner, the force has worked to protect farmers and rural business owner's vehicles and machinery by promoting and increasing the number of vehicles and farm machinery protected with Datatag property marking and identification technology. In September 2023, the Commissioner provided £15,000 towards Datatag property marking. Since then, over £0.5m pounds worth of equipment has been protected, making them less attractive to thieves, and increasing the likelihood of recovery if stolen. Since 2021, over £2m of machinery and vehicles across Derbyshire has been protected using Datatag.

2.21 The Rural Crime Team take responsibility for crimes within the priority areas, of agriculture, heritage, wildlife and equine. This generates a varied and diverse workload in terms of criminal investigations and in the previous 12 months 286 investigations have been identified within these priorities with several positive outcomes, including:

- 15 Dog Control Orders issued to dog owners with compensation paid to farmers following dog attacks on livestock.
- two separate convictions at court that led to custodial sentences for wildlife crimes. These charges related to the killing of a wild bird in Chesterfield town centre and the disturbance of a peregrine falcon nesting site and taking of peregrine falcon eggs from a quarry in Bolsover. These were high profile convictions and achieved recognition from wildlife groups across the country.

2.22 The RCT has an active social media presence, with their Facebook page currently having over 19,000 followers (a 5% increase over the last 12 months) with the top post reaching over 200,000 people. Similarly, the RCT X (Twitter) account has almost 3,000 followers with the top Tweet receiving almost 15,000 impressions. This provides numerous opportunities for contact and communication with rural communities and helps build familiarity and trust, key factors in increasing confidence in reporting. This is alongside the engagement events and mechanisms employed by the SNTs who also police the rural communities.

2.23 In 2023 the Rural Crime Awareness Week ran from 18 to 24 September and saw a series of operations led by the RCT supported by local officers, running alongside a range of engagement events promoting the work of the force in rural areas, engaging with communities and partners, as well as directly targeting criminals.

2.24 **Victim Support and Safeguarding**

2.25 The new Serious Crime and Intelligence Directorate operating model, saw amongst other things, the creation of a dedicated Missing Persons Investigation

Team (MPiIT) co-located with the Exploitation Team. By the end of November 2023, the force had responded to over 5,500 reports of missing people. Whilst the number of persons reported missing continues to rise annually, there has been a 10% reduction of repeat missing children from residential care, and a 12% reduction of missing children assessed as being at risk of child criminal or sexual exploitation. Much of this reduction is attributed to the new Team taking a problem-solving approach to 'repeat' cases and working more closely in partnership.

- 2.26 The Serial and Repeat Team which commenced in 2023, focuses on cases of high harm repeat victims and serial offenders of sexual offences, stalking and harassment and domestic abuse. Since implementation, there has been a 22% decrease in crime committed by the cohort and an 81% increase in positive outcomes.
- 2.27 The Civil Orders Team maximise the use of protective Orders whilst ensuring any breaches are proactively enforced to reduce risk and harm. To date, the Team have also converted 3,800 records ensuring all individuals subject to Orders have appropriate flags. During September 2023 alone, this new more targeted approach identified 97 breaches of Orders which were subsequently enforced.
- 2.28 The force has launched its first Clear, Hold and Build (CHB) initiative at Buxton under Project Unity. A launch event took place in July 2023 at which over 90 people attended. All partners, charities and faith groups, pledged to work collaboratively to make Buxton a better, safer, and more prosperous place to live, work and visit. By November 2023, over 30 arrests of key individuals had been made, two Closure Orders granted and various weapons and drugs seized. This innovative approach to tackling Serious Organised Crime within communities, is

championed through the Home Office, and is rolling out to forces across the country. Derbyshire Constabulary is the first force within the East Midlands region to embark on the project.

- 2.29 Derbyshire Action Against ASB is delivering Immediate Justice. This is a programme that focuses on the voice of the victims of ASB, ensuring that perpetrators understand the impact of their behaviour and complete reparative work that paybacks to the community and/or victim.
- 2.30 To deliver further improvements to the service we provide to victims of crime, we have developed a Force Victim Strategy and accompanying Victim Improvement Plan which are being delivered by the Force Victim Improvement Group. This brings together Criminal Justice, Divisions, various police departments and the OPCC to improve services to victims from the police, including police attendance at burglary incidents.
- 2.31 **Driving Efficiencies**
- 2.32 The force recognised the demand placed upon it, which should have fallen to colleagues within the health sector. As a result, we introduced the Most Appropriate Agency Policy (MAA) ahead of the national Right Care, Right Person Strategy. This ensures that call takers determine from the outset, the agency which can offer the best care or response for the person or situation. This change saved approximately 17,000 officer hours between August 2022 to January 2024, enabling them to instead focus on matters more closely related to policing.
- 2.33 The force has recently commenced a programme of investment in vehicle telematics to deliver both operational and financial benefits. It will deliver benefits such as a reduction in fuel usage and maintenance costs, potential fleet reduction

through improved utilisation and better planning, reduced carbon emissions, and improved driver behaviour.

2.34 In October 2021, the force approached the Chartered Institute of Public Finance and Accountancy (CIPFA) to undertake a review. The institute found that the Derbyshire Constabulary performs better than other force averages and significantly outperformed other forces for income generated per officer. Their review concluded that overall, the force gains more total income than the average force. A further review in 2022/2023 resulted in an increase in budgeted Income of £1.059m in 2023/24.

2.35 The force continues to demonstrate good budgetary control and sound financial management, helping to achieve in-year savings and underspends of over £16.5m since 2020. The force is consistently below the average net spend per head of population.

3. DELIVERY OF POLICE AND CRIME PLAN PRIORITY 1: STRONG LOCAL POLICING

3.1 The force has benefited from an additional 351 officers delivered through the Police Uplift Programme (PUP). This number, in addition to those officers who reached the end of their service and retired provided a significant challenge for the force to recruit, train and equip, at a time when all forces were competing to recruit higher officer numbers. The force invested in resources to deliver this, in Recruitment, Learning and Development, and Human Resources. It also used some of the PUP posts to create additional supervision and leadership positions

recognising the challenges of so many new recruits requiring effective leadership and supervision.

- 3.2 The non-degree entry route had been previously phased out; however, the Chief Constable made the decision to reinstate the non-degree entry route early in 2022. This was strongly supported by the Police and Crime Commissioner, who lobbied for change. This ensured the target was met and the recruitment of a more mixed workforce in terms of experience and skill set. The College of Policing has now re-established and updated this programme as a fourth entry route and the force is well placed to continue with this non-degree route as its primary joining programme, supported by some Police Constable Degree Apprenticeship (PCDA) degree entry cohorts. The force has been able to recruit above the PUP target, benefiting from additional Home Office funding to maintain numbers over this baseline of 2,110 in 2023 and into 2024-2025.
- 3.3 The force has established a 'One Derbyshire Plan' to deliver cultural and organisational improvement through five key work streams: leadership, internal communication and engagement, wellbeing, learning and development, and standards and behaviours.
- 3.4 The force has also introduced a new set of vision and values with a view to being an outstanding force utilising the 'One Derbyshire' ethos. The values were developed and chosen by the workforce. They have an expectation of high standards of behaviour, central to improving trust and confidence in our communities.
- 3.5 The force has recognised the need to improve leadership and has invested in a weeklong supervisor course on an annual basis for all first line supervisors. This

is consistent with the College of Policing supervisors' development training content and includes a strong element around standards of behaviour and effective supervision and leadership.

- 3.6 SNTs work as part of the local community safety partnerships to tackle community-based crime and ASB in line with identified issues and local priorities which are set quarterly. All activity is governed through the Neighbourhood Policing Board to ensure consistent delivery in line with the Neighbourhood Policing Charter and associated strategy.
- 3.7 The force seeks to maximise visibility, recognising how important it is to communities and feelings of safety. It has a strong performance framework to monitor key aspects related to visibility such as vacancies and abstractions within all SNTs. It also monitors community engagement understanding the importance of tackling local issues. To increase visibility there has been continued investment in technology, with the additional roll out of laptops. This includes SNTs, as well as all response officers, reducing the need for them to return to stations and enabling them to stay out and be more effective and visible within their communities.
- 3.8 One of the challenges is ensuring our officers and staff can get to locations across their areas. The force has invested in a telematics programme which will help ensure we are maximising our fleet, and in addition, the Commissioner has invested £40,000 in providing two new e-bikes for LPUs (Local Policing Unit) across Derbyshire to improve officer and PCSO (Police Community Support Officers) response to crime and increasing their visibility and mobility.

- 3.9 The Public Contact Improvement Programme (PCIP) went live in January 2022, focussing upon delivering enhanced technology, increased staffing and improving performance. The capital investment into PCIP is just under £4m, with ongoing revenue costs for the next ten years estimated at just over £1.1m per year. This will see enhanced technology, increased staffing, and buildings upgrades.
- 3.10 The programme has already revised the Contact Management Centre operating model, including the introduction of the Crime Resolution Investigation Management Team (CRIMt) in January 2022 and an Incident Management Team (IMT) in May 2023, both of which support the provision of a more prompt and efficient response to the public.
- 3.11 Staffing has been increased with departmental establishment now at 331.2 full time equivalent (FTE) compared to 275 in May 2023. There are now more call takers and despatchers as well as dedicated Performance and Demand Managers.
- 3.12 The operating model was the first significant change introducing new functions to ensure Contact Management successfully manages key functional areas within its business, performance, recruitment and training, and resource management. The approach to how recruitment and training is carried out has been changed. The force now runs regular recruitment drives and assessment centres. Training is delivered through classroom and one to one tutoring, with a view to having operators on the floor more quickly and who are more proficient in their role.
- 3.13 In August 2023 following a detailed tendering exercise, the Police and Crime Commissioner signed a £20m contract with Saab Safe to improve communications and efficiency. This contract will see all the technology within the

control room replaced with a state-of-the-art Command and Control System, telephony platform and call recording solution. Saab has a proven track record of delivering improved operational and business benefits and increased customer satisfaction.

- 3.14 Further investment in technology will also see the introduction of Rapid Video Response, which will improve the victim journey in relation to how quickly we respond. It serves as a first response to calls for service and will enable officers to video call victims of Domestic Abuse almost immediately where appropriate.
- 3.15 The force's new Digital, Data and Technology (DDaT) Directorate has brought together key teams to continually develop and improve efficiencies and maximise technological and digital capabilities. The DDaT Change and Digital Transformation team, works with business leads to review and develop strategic capabilities to improve efficiency and address changing risk and demand. The Force Improvement Team (FIT) undertake reviews of all business changes to ensure that they are delivering their aims, reporting into the Productivity and Efficiency Board.
- 3.16 Programme Evolve has sought to maximise the force's use of the Microsoft Power platform by developing in house solutions such as apps to improve processes and efficiencies. Since fruition, the force has saved £39,460 through cost avoidance of the need to acquire and use third party providers. Furthermore, efficiencies across a number of applications has to date saved 684 officer hours, with savings continuing month on month.
- 3.17 The force's Design Board coordinates and prioritises design recommendations and new strategic change proposals. One such proposal was the new Dispatch

model, introduced in autumn 2023, incorporating a new dispatch process, a new grading policy for incidents and a new call protocol for operators. This has culminated in a change being adopted across the entire force and which provides a strong base for better managing demand and providing an improved response to the public.

- 3.18 We are currently reviewing our Digital First Public Contact offering. Digital demand is growing, 30% in a 12 month period, so we need to be able to provide the level of service which best meets the needs of the public. This will involve enhancing the Digi-desk Team and having dedicated digitally trained staff on hand to respond to the public, whether using Live Chat, Single Online Home, or any social media platform.
- 3.19 We are moving the recording of crime away from call operators. They will continue to record an incident and deal with the call; however, calls will now be crimed by a separate dedicated team. This will improve our 101 service to the public as operators will be 'freed' up to answer more calls.
- 3.20 Further improvements have been made with the introduction of the Incident Management Team (IMT) who review and manage priority incidents that are suitable for resolution via the telephone. Early risk assessments are completed, with the incident being resolved or allocated to the most appropriate resource for further investigation, with the victim updated.
- 3.21 Derbyshire Constabulary currently has 546 officers who are taser trained. Numbers do fluctuate month to month due the timings of requalification and general attrition, but overall since the end of 2020, there are now 123 more taser

trained officers. We are also one of the first forces in the country to start training special constables in the use of taser.

- 3.22 Initial Police Pursuit (IPP) training commenced in February 2023 as an initial pilot, with 21 local policing unit officers trained at High Peak and Swadlincote. This was supported through funding by the Police and Crime Commissioner. It ensures that officers are more able to respond to the criminal use of our roads and attend priority incidents more promptly and safely. The pilot has since been expanded, with a further 20 officers trained and supported by the ongoing roll out of new vehicles which have the necessary performance and handling requirements. By the end of 2024, the force will have 44 IPP ready vehicles on its fleet. The aim is to have 103 officers trained by the end of the 2023/2024 financial year, with another 100 training places allocated into 2024/2025.
- 3.23 The force recognises the impact of rural crime on our communities and has worked to increase the number of officers who are trained in rural affairs. Those who work on the dedicated Rural Crime Team (RCT) are trained in the investigation of Heritage crime. All are specialist wildlife crime investigators, three of who are specialists in relation to the control of endangered species. Additionally, there are now 17 Rural Crime SPOCs (single point of contact) across six LPUs containing rural or semi-rural areas. These SPOCs are undergoing specific training developed by the RCT to upskill them in matters impacting rural communities, such as equine and wildlife crime. The first training event for these officers was opened by the Commissioner in May 2023.
- 3.24 The force has worked with the Commissioner in supporting her Illegal Encampment Taskforce pilot scheme working in partnership with local authorities

and councillors to provide a rapid response to illegal encampments, recognising the concerns these can cause to local communities. The taskforce works to establish clear roles and responsibilities for different agencies, and communicate these to the public, along with expected action, when and by whom. This provides reassurance in the work that is underway and demonstrates responsibility in partnership rather than it all being directed towards the police force.

3.25 The force has seen a year-on-year increase in calls for service which result in both an incident requiring action or a record of contact, for which a crime results or no police action, for example information only.

3.26 A Crime Management Support Unit (CMSU) is being implemented. The team are focused on improving crime recording, in areas such as Anti-Social Behaviour (ASB). Some of the early work has identified that our compliance has improved since the 2022 HMICFRS inspection in respect of ASB crime recording. The aim is to streamline and improve the end-to-end crime management process for the force for the benefit of the public and our workforce.

3.27 **Incidents and records of contacts (ROCs) October 2022 to September 2023**

Incidents & ROCs	287,336		8.8% ↑ from 2021/2022
Incidents only	212,372		1.02% ↑ from 2021/2022
ROCs only	74,964		39.17% ↑ from 2021/2022

- 3.28 In the year ending September 2023, the force recorded 287,336 incidents and ROCs, an 8.8% increase on the previous year. Analytical forecasting indicates that the upward trend will continue at a similar rate.
- 3.29 Despite the increase in demand, between 2019 and the end of October 2023, the force has improved the time in which it answers 999 calls. In 2019, 64% of 999 calls were answered within 10 seconds. This was associated with 0.90% of all calls being abandoned. Through improvements to performance management arrangements, including the introduction of performance managers and increased staffing, between April and October 2023, the number of calls answered within 10 seconds had increased to an average of 91%. The abandonment rates have been less than 1% of calls for the past four years; the highest level was in 2019/20 at 0.9% and since then it has been between 0.6% and 0.7%.
- 3.30 Several changes have been made in relation to non-emergency calls. Many have been recent introductions. Between April and October 2023, non-emergency 101 calls abandonment rates reduced to 17.5%, from 20.3% the previous year and from 28.4% in 2021/2022.
- 3.31 In September 2023, the force introduced a switchboard system to replace the triage system and an interactive voice response (IVR) system which diverts calls automatically.
- 3.32 The force continues to prioritise its response to 999 and 101 calls but recognises that more needs to be done to improve the switchboard performance. This is a key priority for PCIP with an ongoing review to identify ways to improve.
- 3.33 In October 2023, following a full review, a new grading structure for incident management was introduced. The new structure is aligned with national

terminology, enables better management of incidents, speeds up attendance at incidents graded Emergency or Priority and improves the victim experience.

3.34 999 Calls

Period (April – March)	Total number of calls recorded	Avg. Ring Time (Seconds)	% Calls Answered in 10 Seconds	% Abandoned calls (against total calls)
2019-2020	152,944	10	64%	0.90%
2020-2021	138,575	8	71%	0.70%
2021-2022	167,506	8	70%	0.61%
2022-2023	166,288	7	88%	0.71%
Apr 2023 – Jan 2024	154,666	5.6	92.3%	0.5%

3.35 101 Calls (Control Works)

Period (April – March)	Total number of calls recorded	Average. Ring Time (Seconds)	% Calls Answered in 60 Seconds	% Abandoned calls (against total calls)
2019-2020	315,625	237	30%	23.19%
2020-2021	285,351	378	25%	29.10%
2021-2022	250,234	393	23%	28.43%
2022-2023	169,699	366	31%	20.32%
Apr 2023 – Jan 2024	191,241	225	40.8%	15.5%

3.36 Triage/Switchboard

Period (April – March)	Total number of calls recorded	Average. Ring Time (Seconds)	% Calls Answered in 60 Seconds	% Abandoned calls (against total calls)
Jan 2022 - Mar 2022	54,762	36	78%	4.11%
2022-2023	235,230	66	64%	5.96%
Apr 2023 – Jan 2024	94,366	80	49.6%	15.13%

- 3.37 PCSOs are at the heart of our SNTs. They are the constant presence, and we recognise their importance to our communities. In the past three years we have invested in these to mainstream a temporary increase in numbers, equating to approximately £2m. We have found that many have sought to stay in the force becoming officers as part of our Uplift and their experience in our communities is welcome. The force has therefore continued to recruit to bring us back to our PCSO establishment of 200. Since the height of police uplift in 2022, the number of PCSOs has been increasing month by month from 133 in May 2022 to 191 at the end of December 2023 with recruitment and courses continuing throughout 2024, taking us beyond the 200 establishment early in the new year.
- 3.38 The Mini Police Programme was introduced in 2021, initially with three schools and 174 children, and following successful implementation has since expanded across all ten local policing areas to 18 schools and approximately 980 children. In January 2024, a further two schools joined the programme which predominantly engages with schools in socially deprived areas. Amongst other initiatives, Mini Police volunteers assisted SNTs with public engagement at speed check sites, by communicating their thoughts on hazardous driving in their communities. The initiative received a commendation at the National Crimebeat awards and has grown in popularity, with a list of 23 schools now waiting to join.
- 3.39 Evaluation of the impact of the programme on our young people is generally through qualitative surveys with school heads and parents, from who the feedback has been overwhelmingly positive. Children are reported to be more engaged in school generally and interested in issues affecting their communities, such as

crime and ASB. Children see the police in a more positive light with an increasing number discussing policing as a career. One school also noted an increase in attendance from 89% to 94.3% in one term of engagement.

- 3.40 Our Wellbeing Strategy aims to bring together those health and wellbeing initiatives already in place and deliver a consistent wellbeing provision that is accessible for all.
- 3.41 In April 2023, Derbyshire Constabulary moved away from a regional Occupational Health model and set up a dedicated Occupational Health and Wellbeing Service. The service delivers a range of support for individuals 'in-house' through dedicated advisors, screening advisors, and a senior occupational health physician.
- 3.42 In April 2021 we began working with Therapy Dogs Nationwide whose volunteers regularly come into force with their wellbeing dogs, providing opportunity for officers to decompress.
- 3.43 Introduction of Trauma Impact Prevention Techniques in conjunction with Police Care UK. Alongside this, our peer support networks are OK peer support trained and/or Mental Health First Aider trained or have undergone other training such Trauma Risk Management (TRiM). TRiM is a support scheme to assist officers and support staff members who have been involved in traumatic incidents or investigations to help reduce the effects of post-traumatic stress.
- 3.44 Introduction of a post incident welfare process, where utilising the Traumatic Events checklist, an automatic email is sent to the individual and their line manager prompting a welfare check or debrief where relevant support mechanisms are discussed and utilised.

- 3.45 The force has recently rebranded the Check-in process to call it the Performance Development Review (PDR) whilst replacing the current Excel objectives form with a more versatile PDR App.
- 3.46 Following a successful pilot, the PDR App will go live for each officer and member of staff on their work anniversary. Once the App is live, supervisors will be able to update the content at any time for team members to view and acknowledge the content.
- 3.47 The development of a Skills Matrix enables the force to capture and centrally hold all the skills our people possess and where they are located, improving analysis and identification of gaps to use resources more effectively.
- 3.48 The force has made several improvements to its promotion process based on feedback from the workforce. Officers are now required to submit a portfolio to evidence their development prior to applying for a board. Focus is given to standards of behaviour, strong leadership, and performance delivery.

4. DELIVERY OF POLICE AND CRIME PLAN PRIORITY 2: NEIGHBOURHOOD CRIME AND ANTI-SOCIAL BEHAVIOUR

- 4.1. The Commissioner secured £4.4m of funding and commissioned the force to deliver Hotspot Policing to tackle ASB and Remedi to deliver the Immediate Justice programme, as part of the Derbyshire Action Against ASB Plan.
- 4.2. There were 21 Wards initially identified across the county as having heightened levels of ASB incidents and associated crimes with 23 specific hotspots selected for additional patrols. Using evidence-based policing approaches, regular patrols were put in place from the end of July 2023, with dedicated officers at specific

times for specific time periods. Local authorities have recruited ASB wardens through the additional funding secured by the Commissioner. Evidence suggests this methodology has the most impact on tackling ASB and increasing community confidence.

- 4.3. Launched in July 2023, Operation Shango targets and disrupts street based ASB by uniformed police constables and police community support officers (PCSOs) in marked vehicles conducting Hotspot Policing patrols. Hotspots in every local authority area in the county and city have been defined by the Partnership and Prevention Team through analysis of crime and incident data. Where appropriate, partner organisations will also assist with these patrols, including (but not limited to) public protection officers, council wardens and local authority ASB officers.
- 4.4. In addition, two vans have been purchased with visibility signage to raise awareness of the force's action against ASB.
- 4.5. There have been 2,370 double crewed high visibility patrols in hotspot areas from 31 July 2023– 31 January 2024, with 10,736 engagements with the public, local community, or local businesses, with positive feedback received as to the increased visual presence. Early analysis indicates that ASB incidents in hotspot areas have fallen by 46% since July 2023.
- 4.6. The creation and subsequent expansion of a Prevention and Partnership Team coordinates the work of our Action against ASB plan, performance of our Safer Neighbourhood Teams, maximising prevention and partnership opportunities and ensuring that our officers and staff have the right skills and knowledge to perform their roles.

- 4.7. Additional staff have been recruited to support the Immediate Justice work, including an Immediate Justice facilitator, and charge manager to assist in progressing relevant cases, supported by four ASB investigator role. Police and partners can refer ASB offenders to Immediate Justice as part of the multi-agency response to intervene early and divert their activity. The offender is required to carry out reparative activities directly for the victims or in their community.
- 4.8. There has been a substantial amount of awareness raised regarding Immediate Justice using a variety of comms strategies, already resulting in 158 Immediate Justice referrals to end of January 2024. Parents of the young people committing ASB have been positive about providing their children an educational and diversionary route to give back to the community.
- 4.9. The importance of tackling ASB for community confidence and feelings of safety has been recognised by the force. Despite financial pressures, working with the Commissioner, the force was able to fund two new ASB Coordinator posts. These posts help ensure a consistent approach to tackling ASB across the force, maximising the use of Civil Orders available to us, so that the force is tackling ASB in the most effective way possible. One Coordinator started in April 2023 with internal recruitment underway for the second post.
- 4.10. In addition to increasing knowledge of ASB Powers and Orders through training, the Coordinator is also working to create a text message service to signpost victims for help as well as exploring options for the development of an online ASB diary for victims.
- 4.11. During her term, the Commissioner has secured almost £3.5m in funding through the Government's Safer Streets programme to help communities tackle crime and

ASB. Under Safer Streets round five the Commissioner secured £1m for three multi-agency projects. This is funding to tackle neighbourhood crime, ASB and Violence Against Women and Girls (VAWG) over the next 18 months.

- 4.12. Some of this funding is being used by police and partners to recruit a community organiser who will work with the community in Buxton to understand local priorities, as well as a community caretaker to make environmental improvements. It is also being used to increase high visibility patrols by police and community led crime and ASB prevention activity, such as in the Fairfield and Buxton area where a youth engagement group run through Chesterfield Football Club Community Trust, 'Boots on the Ground' provide a safe welcoming space where young people gather and can engage in sports such as pool and table tennis. They also arrange events for young people to help them feel valued, build confidence, and engage in positive activities to encourage them to make positive choices. This will be supported by the Local Neighbourhood Team. Outreach activities are focussing upon providing support and targeted educational products to lead behavioural change and awareness of ASB on local communities.
- 4.13. In line with the force's Neighbourhood Policing Charter, the force has worked to help and encourage volunteer schemes such as Neighbourhood Watch (NHW), Farm Watch and Community Speed watch. All SNTs have actively worked to encourage people to sign up to and get involved with the NHW scheme. Through increased focus and funding, the number of NHW members has increased by nearly 8,000 since May 2021 to 27,667 in September 2023. The Commissioner continues to fund a NHW Coordinator to support a force funded project administrator.

- 4.14. Maximising the use of the mapping facility on Derbyshire Alert to understand where our gaps are to take a more targeted engagement approach. In December 2022, we saw 500 new members added to Derbyshire Alert during the Anti-Violence Bee Campaign. As of November 2023, there were 41,483 members, an increase from 34,411 in January that year.
- 4.15. The force continues to tackle crime through proactive policing and partnership working. Operation Blofeld is a vulnerability led, partnership approach to tackling county lines criminality. Launched in Chesterfield, the initial operation, supported by funding from the National County Lines Coordinator Centre, concluded with a six-week enforcement phase in the summer of 2022. The enforcement phase comprised 41 warrants and 46 arrests, 10 children were safeguarded, with the operation resulting in eight county lines drugs operations being dismantled. Large quantities of heroin and crack cocaine were seized as well as more than £500,000 of criminal property. Several trials have been held with some ongoing, but to date, 30 of 51 suspects have pleaded guilty, 11 of whom have been sentenced totalling 38 years imprisonment. The Operation Blofeld blueprint is directly aligned to the Government's 10-year Harm to Hope Strategy.
- 4.16. Project Unity is a multi-agency initiative launched in July 2023 to tackle drugs supply in Buxton. The project follows the Home Office model of Clear, Hold, Build which seeks to tackle Serious Organised Crime (SOC) and support communities in building a strong foundation to deter and prevent SOC on their streets. We have a dedicated team at Buxton who are working daily on targeting those who supply drugs. One workstream is focussed on improving access to drug recovery and support services, in acknowledgment that police enforcement alone will not solve the problem.

4.17. A strong example of where we have effectively used problem solving was in tackling ASB on Doncaster Recreation Ground in Sandiacre. The park was suffering a high level of ASB and Erewash SNT commenced a problem solving plan to tackle the problem. The PMP owner scanned the problem and discovered who the main offenders were and when the main problems were occurring. Established and strong partner relationships ensured that the approach to the concern was multi-faceted with other agencies providing support with interventions on the park and education about the impact of their actions. A structured response to manage the behaviour of the main offenders took place. Ongoing engagement with the community detailed the work that was taking place and the positive impact it was having in the area. Calls for service to the police reduced and the community feedback was positive demonstrating the success and sustainability of problem management for ASB.

5. DELIVERY OF POLICE AND CRIME PLAN PRIORITY 3: ROAD SAFETY

- 5.1 Operation Sparta was launched in May 2022 to help tackle speeding and dangerous driving. The Commissioner funded 1,000 hours for road safety, which was predominantly used to conduct enforcement at community concerns sites. All 1,000 hours were used in 2022. In 2023, between January and the end December, 847 hours were dedicated to Operation Sparta activity with 89 enforcement locations attended, 7,309 miles covered, and 255 offences identified.
- 5.2 Community Speed Watch (CSW) groups play a vital role in keeping the road network safe. CSW is a national initiative where members of local communities, with the support of the SNTs monitor vehicle speed using speed detection devices.

There are now 91 schemes within Derbyshire and 636 volunteer members who between January and December 2023 conducted over 800 roadside hours helping to reduce speeding through their presence and the education of 7,104 drivers who subsequently received advisory letters. SNTs actively work in their communities to encourage new groups and membership, with 25 new groups under development and 22 new members awaiting training by the CSW Coordinator in preparation for them joining existing groups. The police also support the OPCC's annual CSW event to share best practice.

- 5.3 The force continues to enhance its fleet to ensure that it meets the evolving needs of the organisation. In October 2022, the core fleet (excluding the East Midlands Special Operations Unit) was 543 vehicles. With investment, this grew to 602 in October 2023. By the end of the 2023/2024 financial year, 35 new response cars will join the fleet, allowing the force to maintain overall numbers of around 600. These new vehicles have been specifically designed and implemented in conjunction with the end users and senior officers, considering any future vehicle requirements and changes to driver standards, such as the introduction of Initial Phase Pursuit (IPP).
- 5.4 Investment has been made in telematics which has now been installed across the vehicle fleet. This allows effective monitoring of the fleet usage, enabling vehicles to be moved to the right places, in the right numbers as well as being used to help inform and improve driver standards. The information is also used to inform future fleet requirements.
- 5.5 Automatic Number Plate Recognition (ANPR) technology is an effective tool used by the force to help deny criminals the use of the roads and prevent and detect

crime. There are currently 46 vehicles installed with ANPR capability across the force. These are tactically deployed to give the best coverage and response in line with information and intelligence.

- 5.6 The force's capability to target ASB, nuisance bikes and dangerous driving has also been enhanced through the creation of an off-road bike team. This was supported by funding from the Police and Crime Commissioner. The team currently consists of four off-road bikes and six trained riders, who work alongside SNTs and partners in taking a problem-solving approach to address the issues. There are also currently 10 All-Wheel Drive (AWD) capability response specification vehicles on order to go to local policing teams.
- 5.7 In March 2022, Derbyshire BikeSafe was launched using funding provided by Derbyshire and Derby Road Safety Partnership Board (DDRSP) and the Police and Crime Commissioner. BikeSafe courses have since been delivered to 490 attendees across 109 sessions and covering 54,941 miles between March 2022 and October 2023. Subject to funding, courses will resume in April 2024, in the meantime, the feasibility of providing cold weather specific courses is being explored.
- 5.8 In October 2022 Derbyshire received a National BikeSafe award for 'outstanding service' and the scheme has continued with success throughout 2023. Through community events and social media, RPU (Roads Policing Unit) bikers have also been able to engage with a broad and diverse range of groups such as Women in Moto, elderly drivers, and off road-bikers to increase road safety awareness.
- 5.9 Operation Close Pass is aimed at educating road users about safe passing distances for vulnerable road users including cyclists and horse riders. This

operation promotes safer driving, patience, and awareness of others on the roads, and aims to promote a shared space to help reduce the number of people killed or seriously injured.

5.10 Derbyshire Capture was launched in 2019, enabling members of the public to submit to the police, videos from dash or headcams of alleged road traffic offences or dangerous driving incidents. A qualified Roads Policing officer is responsible for viewing and actioning submissions, liaising with submitters, offenders and investigating officers, and producing warning letters to drivers where prosecution is not suitable, but education is still required.

5.11 The number of public submissions has been increasing year on year since 2019 with nearly 1,700 videos submitted to Capture in 2023. The percentage of submissions which results in a positive outcome, for example prosecution, fine or points awarded has also increased and now stands at 64%.

Year	Total Capture submissions	Total warning letters	Total requiring further action/ investigation	Positive outcome average %
2019	689	No data	259	38%
2020	623	No data	271	43%
2021	905	287	221	56%
2022	1370	543	280	60%
2023	1669	574	390	64%

6. DELIVERY OF POLICE AND CRIME PLAN PRIORITY 4: RURAL CRIME

- 6.1 The Rural Crime Team (RCT) provides specialist skills and support to a wider pool of resources who collectively police the rural communities of Derbyshire. The RCT establishment has been increased, to include the addition of Derbyshire's first Rural Crime PCSO in late 2022.
- 6.2 The PCSO supports the development of engagement strategies and leads on the crime prevention and problem-solving initiatives. A key priority for the force's Rural Crime Team PCSO is promoting Farm Watch via Derbyshire Alert. Working with the National Farmers Union (NFU) and other partners, farmers have been encouraged to join WhatsApp groups through which their members are able to share information and intelligence between one another and pass to police through Farm Watch. From 500 members in August 2022, Farm Watch membership currently sits at 2,912 members, which is a significant increase.
- 6.3 Derbyshire Alert, which also covers Horse Watch, now has over 1,200 users, and is used to communicate and educate members about crime prevention methods, provide updates on police activity, and appeals.
- 6.4 The RCT PCSO also leads on engagement activities for the RCT, releasing police officers to focus more on pursuing offenders and investigating crime. Between December 2022 and December 2023, the PCSO has arranged and attended 36 events, ranging from crime prevention, visiting victims of crime, school inputs, and rural events. The RCT PCSO also leads on the property marking initiative for combatting theft from equine premises, significantly expanding the Team's impact in this area, as well as working closely with PCSOs on other SNTs in rural communities, supporting other local initiatives.

- 6.5 The force will be a member of the Derbyshire Partnership Against Rural Crime, which was set up by the Commissioner.
- 6.6 To improve responsiveness and flexibility, a new shift pattern was trialled in November 2022 and has since been made permanent. This has proven successful in extending coverage and addressing crime types which are more prevalent during the hours of darkness.
- 6.7 The dedicated RCT now comprises of one sergeant, seven police constables and one PCSO. The Team is also supported by a dedicated police staff Wildlife and Rural Coordinator. The force is planning to uplift the RCT by an additional officer, commencing early 2024 for a total of eight police constables.
- 6.8 There are 18 officers across the force who since the end of 2021 have undergone the Wildlife Crime Officer (WCO) National Training Course, provided by the National Wildlife Crime Unit (NWCU), and who are available to respond to any reports of wildlife crime should they be required. Complimenting the WCO role are 17 Single Points of Contact (SPOCs) to increase visibility across the county. The SPOCs were specifically selected for the role and have received training by the RCT to upskill them in rural affairs.
- 6.9 The first training event for these officers was opened by the Police and Crime Commissioner in May 2023. The training gives officers working in rural areas the knowledge they need to help support the RCT with their priorities of agriculture, wildlife, heritage, and equine crime.
- 6.10 All officers who work on the RCT are specialist wildlife crime investigators having undertaken a course provided by the National Wildlife Crime Unit (NWCU) and who have also completed training with Historic England regarding the investigation

of heritage crime. Three of the Team are also specialists in relation to endangered species legislation.

- 6.11 The force has several Community Cohesion PCSOs who help to identify and better understand seldom heard communities within their policing areas. It is recognised that individuals, families, and groups within remote communities can often feel vulnerable and find it harder to access the support they require. This is reflected in their training helping them to proactively engage with and address issues affecting them.
- 6.12 Rural and Wildlife crime training is now also part of the core training course provided to all new call centre staff, helping earlier identification and action with regards such issues.
- 6.13 As part of a national operation, Operation Thunder which ran throughout October 2022, was a Derbyshire RCT led initiative to highlight the trade of endangered species and ivory through auctions and antique centres. During this initiative RCT officers visited numerous sales outlets and seized various items and specimens that were being offered for sale without the appropriate documentation. Nine suspects were identified and dealt with by way of restorative justice, with seized items submitted for destruction and similar items removed from sale.
- 6.14 Between May 2021 and October 2023, the force has been responsible for the recovery of a large and varied amount of stolen farm and agricultural machinery, including trailers, tractors, and accessories with a total estimated value of £375,000 has been recovered.
- 6.15 In recognition of their work in protecting farmers and rural business, in November 2023 it was announced that Derbyshire's RCT were the winners of the 2023

Rob Oliver Award. This is a prestigious national industry award given annually to the most productive crime team in the UK based on the use and support for the Construction Industry's Official Security Marking and Registration Scheme CESAR database.

- 6.16 In early 2022 the force introduced an online reporting tool for rural and wildlife crime accessible via the Derbyshire Constabulary website. From 21 October 2022 to 26 September 2023, this mechanism was used to report 71 crime related incidents demonstrating the demand for an online option.
- 6.17 The force participated in production of the Commissioner's guide to Rural Safety and Crime Prevention, and the RCT distributes this at engagement events.
- 6.18 The Peak Park Summit, jointly chaired by the Chief Executive of the Peak District National Park Authority (PDNPA) and the Commissioner brings together several agencies to work together to coordinate efforts to tackle rural and wildlife crime.
- 6.19 Driven through the Peak Park Summit, in March 2022 Derbyshire Constabulary signed a Memorandum of Understanding (MOU) with the Peak District National Park Authority to help tackle rural issues in the Peak District. The MOU continues to provide for regular meetings and protocols involving both agencies, along with other community partners to share information and identify emerging issues. This includes joint Peak Park Rangers and RCT patrols at crime hotspots and work to prevent and detect wildlife and heritage offences, for example at Stanton Moor during the summer solstice celebrations.
- 6.20 The RCT have assisted at several policing operations supporting neighbourhood problem management plans or tackling issues such as burglary hotspots and tackling ASB as raised by the SPOCs through the monthly rural crime tasking.

Similarly, the SPOCs have supported the RCT with several policing operations, including at vehicle checkpoints for stolen plant, trailers etc alongside numerous engagement events.

- 6.21 The RCT work closely with the Willow Project who are funded by the Commissioner and which was set up to raise awareness around the different challenges faced by the victims of domestic abuse in rural areas. The Willow Project provide training and awareness to help people identify the signs of domestic abuse and increase reporting. They often join the RCT at engagement events and have delivered training to Derbyshire officers at the Rural Crime Awareness training day.

7. DELIVERY OF POLICE AND CRIME PLAN PRIORITY 5: VICTIM SUPPORT AND SAFEGUARDING (INCLUDING VIOLENCE AGAINST WOMEN AND GIRLS)

- 7.1 Tackling and reducing Violence Against Women and Girls (VAWG) requires a true partnership approach. In 2022, supported by the Office of Police and Crime Commissioner (OPCC), a Derbyshire Violence Against Women and Girls (VAWG) Strategy was developed and signed by all key partners across Derby City and Derbyshire. This joint Strategy brings a partnership approach to deliver sustainable change and ensures we listen to survivors and give future victims the confidence to step forward for help and support. Following the initial focus group facilitated by the OPCC and the Force to inform the development of the Derbyshire VAWG strategy, a further VAWG engagement event was held in September 2023, to obtain feedback and share practice with both professionals and those with lived experience, to shape the future of support services.

- 7.2 The three-year Strategy and accompanying Delivery Plan consists of four key areas of focus against which the VAWG partnership board continues to make good progress against. These areas are understanding violence against women and girls, prioritising prevention, supporting victims, pursuing perpetrators, and reducing reoffending.
- 7.3 Derbyshire saw a 20% increase in VAWG reported crime in 2021/22, in line with national trends, which can be attributed to the local and national awareness raising across the VAWG agenda, more reporting of historical offences and improved recording processes from the force. As a third of VAWG reported crime related to stalking and harassment (35%), a new role of a Stalking Coordinator was introduced by the force. The force recognised that it must do more, working in partnership, to build confidence in reporting, reduce stalking and protect victims through safeguarding and effective investigations.
- 7.4 To help enhance the quality of investigations and provide support to victims of stalking and harassment, the dedicated Stalking Coordinator was recruited in spring 2023. They review and risk assess all non-domestic related stalking offences, provide investigative guidance to officers and support Stalking Protection Order (SPO) applications. An increased focus on stalking and the use of protective measures has seen the number of SPOs being granted at court from five in 2022 to 28 in 2023. The Coordinator also supports training and works closely with partners (including, Victim Services and the newly commissioned Stalking Advocates who are funded jointly by the Police and Crime Commissioner and the Ministry of Justice) to enhance our approach to stalking investigations.

- 7.5 In November 2021, the force established a Domestic Abuse Review Team (DART). The Team are enhanced trained in undertaking secondary risk assessments on all Domestic Abuse, Stalking and 'Honour' based violence Domestic Abuse, Stalking and Harassment (DASH) Public Protection Notices (PPNs). Their review ensures cumulative risk is considered, forming a risk level which in turn identifies the most appropriate resource to lead the investigation and safeguarding. Since inception the Team have reviewed 47,442 DASH PPNs. Following review, emotional and psychological harm is considered within the risk assessment.
- 7.6 The force also implemented dedicated Missing Person and Exploitation Teams in February 2022, consisting of police constables, detectives, intelligence officers and coordinators who effectively join up the dots to identify and tackle exploitation, reducing harm. A newly formed strategic Serious and Organised Crime and Exploitation (SocEx) tasking has been introduced to coordinate disruption across agencies and maximise impact. Since inception, utilising this problem-solving approach there has been a sustained reduction in children missing from care.
- 7.7 72% of missing person investigations are now resolved solely by the Missing Person Investigation Team. During 2023, 86% of all missing people are found within a 24-hour period compared to the same period in 2022 where 84% of people were located within 24 hours. Utilising a problem-solving approach and multiagency working there has been a sustained reduction in children missing from care. Between April 2022 and April 2023 there has been an 8% reduction in repeat missing children.

- 7.8 Working practice is now better aligned to national Authorised Professional Practice (APP). Partnership risk assessment tools for identifying risk of Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE) have been refreshed, to better recognise the different indicators between CSE and CCE. A County Lines Coordinator was also embedded within the Exploitation Team providing links with the National County Lines Coordination Centre (NCLCC) and proactively contributing to coordinating the force's responses to County Lines Intensification Weeks.
- 7.9 Since inception there has been the identification of 25 additional county lines, with 19 disrupted and significantly thwarting those remaining, resulting in 24 arrests, 38 victims of County Lines safeguarded, 20 offenders remanded to court and the seizure of large-scale drugs to the value of £250,000.
- 7.10 Significant improvements have been made in the way that the force identifies and responds to rape and serious sexual violence, to increase the number of cases that receive justice. A dedicated Rape and Serious Sexual Offences (RASSO) Unit provides for consistency in risk management and investigations, ensuring the most appropriate resource is allocated with the right skills and training to provide a quality of service to support the victim and to deal with increased demands. Since the introduction of dedicated RASSO teams, the force has seen a steady increase in the positive outcomes of RASSO related offences from 8.7% in January 2023 to 13% in December 2023.
- 7.11 The force is also an early adopter of the RASSO National Operating Model (Op Soteria Bluestone), which ensures that rape investigations are suspect focussed.

As well as having a dedicated RASSO unit, the force has trained 1,072 front line officers in the first response to reports of rape.

- 7.12 The Witness Care Unit has improved the processes and circumstances in which victims are referred to supporting agencies for additional support to victims and witnesses who are struggling with their mental health due to the ongoing delays in the court system.
- 7.13 A Special Measures Advocate is in place to provide a new and improved approach to how applications for special measures to support them giving evidence in court are made. This has resulted in over 150 applications being completed for special measures, increasing the support to the most vulnerable victims and witnesses.
- 7.14 For all crime except domestic abuse and sexual offences, victims now have to opt out, rather than opt in to referral to victim services, therefore the referral rate for general crime is now 100%.
- 7.15 During 2022, the force reviewed and refreshed its approach to the Management of Sexual and Violent Offenders (MOSOVO) to streamline processes, and better manage risk and demand. The focus on the proliferation of indecent images of children through investment in a dedicated Protecting Children Online Team (POLIT) created in 2021, underlines our commitment to protecting children both on and offline, providing for an average of 50 additional offenders each year who require proactive management.
- 7.16 Increased productivity in the online and wider safeguarding arena has increased the demand (up 23% in 2023) in the Digital Forensic Unit (DFU). More efficient practices and performance management changes reduced unmet demand by 61% in 2023, with activity prioritised to reduce waiting times yet further in 2024.

Investment through precept in Cellebrite software has been supporting this approach by improving capability to interrogate locked mobile phones.

- 7.17 The force has invested in Quality Assurance Thematic Testing (QATT) to provide quality assurance and reporting on the quality of investigations. This provides a consistent approach across all investigations, enabling improvements to be targeted across victim care, suspect management, and effective supervision.
- 7.18 The force has introduced a new crime management policy to improve consistency in crime allocation, ensuring that investigations are assigned to the most appropriate investigative resource with the appropriate skills. The policy is aimed at improving victim care by minimising handovers through an improved single officer allocation model.
- 7.19 We have also developed our analytical capability, through Microsoft Power BI. This provides immediate access to information which is available across the force. This includes performance reporting and insight into various areas of vulnerability, including individuals who pose the greatest risk, for instance repeat offenders.
- 7.20 Operation Wildflower was a tri-force, Home Office funded, County Lines investigation into an Albanian Organised Crime group responsible for the supply of Cocaine from Greater London into South Derbyshire, West Leicestershire, and East Staffordshire. The successful investigation resulted in 10 members of the group being convicted to more than 71 years in custody.
- 7.21 In 2023, Operation Oakridge was the force's response to an organised violent disorder at a national Kabaddi wrestling tournament involving an attempted murder, multiple firearms discharges and recovery of weapons. The event was being live streamed when the incident occurred and received immediate

international news coverage. Following a complex and far-reaching investigation there were multiple arrests and charges up to and including attempted murder, as well as links established to a homicide investigation in West Mercia.

8. DELIVERY OF POLICE AND CRIME PLAN PRIORITY 6: DRIVING EFFICIENCIES

- 8.1 The Chief Constable is held to account for performance against the Police and Crime Plan, by the Commissioner, through her introduction of public Performance Scrutiny Meetings as well as an internal weekly meeting. Alongside this, the Head of Corporate Services tracks delivery by business leads reporting into the force Performance Assurance Board chaired by the Deputy Chief Constable.
- 8.2 Improved force governance, aligning priority Boards with a rolling annual planning cycle to better manage the delivery and use of key products, including the Force Management Statement (FMS), Organisational Risk Assessment (ORA), Strategic Assessment and budget/precept monitoring. This is in parallel with a rolling programme of productivity and efficiency reviews across departments.
- 8.3 Significant investment is required into the aging estate. Alongside this challenge the Commissioner has been able to ensure the force continues to have a strong SNT local estate footprint. There are 95 Safer Neighbourhood Areas (SNAs) across Derbyshire, each of which is allocated a named responsible officer. Locating each team within or local to their areas is central to the force's Strategic Estates Strategy. In 2023 a new SNT office was opened at Horsefair House Alfreton, the purchase of which represents exceptional value for money. Office space has also been secured in Bolsover town centre, where we are awaiting

confirmation of an opening date. Killamarsh station will be rebuilt in 2024, whilst planning permission is awaited for a new police station at Clay Cross. SNTs also occupy office space at fire station premises in Shirebrook, Long Eaton, Ashbourne, and Bakewell. Precept funding has contributed to these buildings, most notably the Killamarsh redevelopment.

- 8.4 On South Division, the new Joint Police and Fire Station on Ascot Drive opened in 2022, providing officers at Derby East with an improved base to effectively service their local communities. Also in 2022, the Derby City Centre SNT started working out of their new office at the Council House; a prime location that allows a faster response to issues in the city centre.
- 8.5 There are significant challenges in terms of the force custody facilities with those at Chesterfield no longer fit for purpose. The force is advancing its plans for a new suite in the North along with the complete redevelopment of the Beetwell Street North Division Headquarters. On the South options are being explored in relation to the long-term plans for the PFI (Public Finance Initiative) building at St Mary's Wharf, which houses the South Division custody suite and divisional headquarters. The force also provides custody facilities to those in the High Peak through utilisation of Greater Manchester Police custody facilities which are a short distance away.
- 8.6 All frontline officers, including those working on SNTs now have a laptop. A total of 1,950 laptops are deployed across all ranks within the force. Officers can remain working out in their communities, having immediate access to a mobile office environment, rather than needing to return to the station to complete statements and reports. This supports our priority of strong and visible policing but will

continue to require investment, as laptops and associated equipment need reviewing and updating over time.

8.7 Information Services, Business Change and Innovation, and Information Management have been merged as a single Digital, Data and Technology (DDaT) Directorate. The purpose of DDaT is to bring together services and reinvent how the force collaborates and invests in its future. Working with a clear Digital Transformation Strategy, aligned with the priorities of the force, DDaT will deliver customer centric solutions, whilst leading the way with new and emerging technologies.

8.8 The force saved £7.433m against the Revenue Budget in 2021/2022 and a further £6.689m in 2022/23. The savings from 2021/2022 allowed for a direct increase in investment in the following areas:

- £500k to fund an increase in the number of laptops deployed by the force, enhancing the agile working capability.
- £500k for workforce resilience and well-being this has been used to support initiatives to promote the attraction, recruitment, and retention of new and existing employees.
- £1m savings from the Design Board budget was set aside to fund the future costs of PCIP and reduce future borrowing costs.
- £1.2m to fund new initiatives arising from the planning day held in March 2022, including £442k increase in our Digital Forensic capability, £487k increase in staffing for the Contact Management Centre, £125k to increase staffing in the HR service Centre

- £0.5m saving from the Productivity and Efficiency Board budget, used to fund new initiatives in 2022/2023
- £2m increase in our reserves to reflect a more prudent level of financial stability and bring our reserve levels in line with recommended practice. £0.950m of local investment to fund: vulnerability training, additional resources in Criminal Justice to deal with backlogs and demand, Trauma Prevention training and, additional funding to tackle Neighbourhood and Cross Border Crime.

8.9 The £6.689m savings from 2022/2023 provided for £1.8m carry forward to maintain funding for the Police and Crime Commissioner/Chief Constable Investment Fund – including £425k to continue funding 20 PCSOs, £200k for new/replacement laptops, mobile devices/Airwave for new uplift officers and increase in software licence costs

8.10 A further £1.5m saving from the Design Board Budget was set aside for the PCIP Implementation

8.11 £2.8m continued investment in the Police and Crime Commissioner/Chief Constable Investment Fund, which included £1.1m to bring forward the build of a new SNT; £150k for the development of a violent person's suite; £75k to upgrade vehicles for initial phased pursuit; £83k to establish a force Missing Persons and Exploitation Investigation Teams.

8.12 The 2021/2022 Budget included over £1.3m for investment in a number of initiatives increasing visibility, addressing Anti-Social Behaviour and community crime, reassuring our rural communities, and tackling speeding vehicles.

8.13 We have also increased the number of Financial Investigators (funded through additional Proceeds of Crime Act (POCA Income). This essentially means self-funding posts who utilise their skills to remove criminally gained funds and other assets from offenders and organised crime groups.

8.14 In 2022/2023 the force set aside £3m for the Police and Crime Commissioner's investment plan, funded through the £10 increase to the council tax (precept). This ensured the following:

- Permanent funding for 20 PCSOs with additional training to deal with anti-social behaviour and a focus on crime prevention. These were only previously funded through to July 2022, but the investment now enables the force to maintain its commitment to addressing neighbourhood crime and anti-social behaviour. These also supported our Citizens in Policing and Mini Police Programmes, enabling closer work with our communities and early positive engagement with young people. We also utilised these posts to coordinate our approach to tackle ASB, and ensure we work effectively with partners, utilising all tools available such as Civil Orders. We undertook training for PCSOs in crime prevention and ensured all Safer Neighbourhood Staff are training and equipped to undertake this role.
- Increased resourcing to the Rural Crime Team.
- Provided additional resources to protect the vulnerable through a dedicated Missing Persons and Exploitation Unit.
- Providing a greater pursuit capacity and capability across the county, increased off road capability and continual support and commitment to fatal

four initiatives to target both the criminal use of our roads and to make our roads safer.

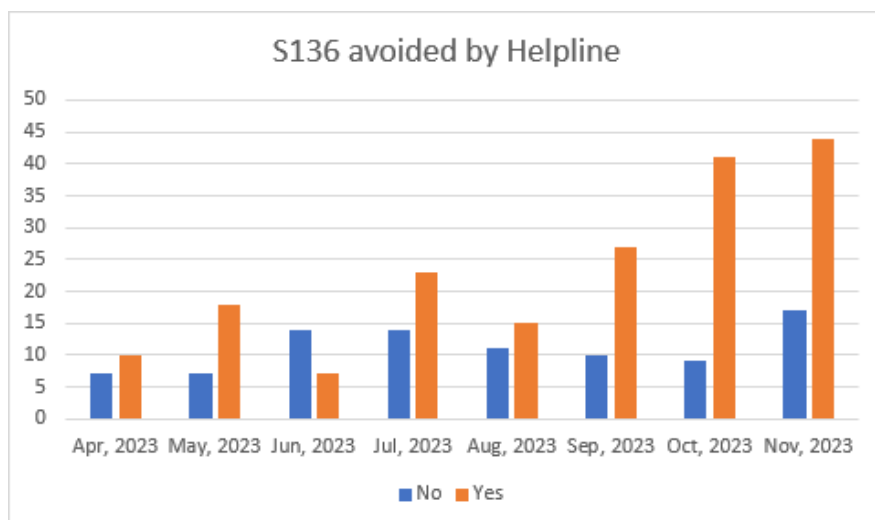
- Increased investment in our Control Room staffing and technology to improve public access and reduce 999 and 101 call waiting times.
- Continued work with partners to tackle VAWG through increased night-time economy patrols and providing officer training in this area.
- Further work with our partners and the creation of dedicated roles, we invested in services to protect the vulnerable, support victims and safeguarding and target criminals to maximise Civil Orders and interventions, focusing on those who breach such interventions with a particular focus on stalking.
- Additional funding and resources to our workforce and facilities to help manage the national Police Officer Uplift Programme to support strong visible local policing and to optimise the retention of key skills and resources across the force.
- Continued investment in our estates programme to ensure that our buildings are fit for purpose, based within our communities with over £1.1m of funding directed to provide new locations for Safer Neighbourhood Teams.
- Increase police officer training in the use of tasers to ensure that our workforce is equipped to deal with the threats and risks they face.

8.15 We have directed resources into 'spend to save' initiatives such as vehicle telematics, to monitor our fleet usage, improve its utilisation, reduce operating

costs, and reduce our carbon footprint. In addition to bringing back Occupational Health into the force, away from a collaborative function, to focus on reducing absenteeism and maintaining a healthy workforce.

8.16 A 24/7 Mental Health Triage service was introduced in 2020, to support the assessment of people who present with or are known to suffer with poor mental health. The service is part funded by the Police and Crime Commissioner. The calls to the helpline support officers in determining whether the person should be taken to a hospital emergency department or whether Section 136 powers under the Mental Health Act should be used to take a person to a place of safety. The below chart illustrates how working with mental health practitioners is increasingly negating the need to utilise Section 136 powers providing a better outcome for the person and reducing time spent by officers at hospital.

8.17 In April 2023, the force started a trial of a mental health triage car as an interim measure to help support people encountered by the police in the street or their homes, where Section 136 powers might not be available but where help is still required. In 2024 this responsibility will pass to the Mental Health Trust under the Right Care Right Person arrangements.



- 8.18 The force now has 28 trained drone pilots supported by two full time staff. In 2022 we invested in two smaller all-weather drones that can be carried in cars by armed response vehicles and roads policing units. In the last 12 months the drones have been deployed 1,359 times, 486 of which were to pre-planned jobs, such as drugs warrants and 873 spontaneous requests, for example, searches for suspects who have made off from police. The use of an App developed in house to record flight logs and pilot hours has negated the requirement to purchase a third-party solution and also provides a more efficient records system, reducing recording time by 15 minutes per flight.
- 8.19 The force operates a strong approach to procurement and utilises the national procurement options under Blue Light Commercial. This year £300,000 of efficiency savings was delivered through this. There is continued focus on driving through all available efficiency savings.
- 8.20 To increase visibility, with officers able to complete a greater number of activities and tasks whilst out in the community, nearly 1,950 laptops have been issued to all Response and Safer Neighbourhood Officers, Sergeants, Roads Policing Unit Officers and some PCSOs, with the aim to provide all officers with personal issue laptops by 2025. Additionally, 1,800 new generation Samsung mobile data devices have been rolled out, future proofing software and security requirements for several years. This means that officers and staff can be more visible in communities, by reducing the need to return to the police station to complete activities requiring a computer.

9. FUTURE PLANS

- 9.1 Derbyshire Constabulary's ambition is to be assessed as an outstanding force within five years, through the HMICFRS Inspection process increasing confidence from our communities in the force through the service we deliver. Our core mission remains unchanged – to fight crime, bring offenders to justice and protect the most vulnerable from harm. We will do this through being visible, engaging, and responsive in our communities and dealing with the issues that matter most to them. Through robustly tackling those who are often unseen but bring the most harm and threat to our communities. Swiftly bringing offenders to justice and supporting victims throughout.
- 9.2 The force 'One Derbyshire' plan focuses upon developing a culture where leaders and staff take accountability and support each other in the delivery of our priorities. This plan's areas of focus for 2024 and beyond are leadership, internal communication and engagement, wellbeing, learning and development, standards, and behaviour.
- 9.3 The Control Room is an area of continued focus for the force under this overarching aim. As documented earlier, calls, notably non-emergency have increased significantly and continue that trajectory. In addition, many people expect a greater digital contact offering. The force has undertaken a procurement process for a new telephony and command and control system which will enable it to do far more. This is due to be implemented in mid-late 2025.
- 9.4 The continued ambition is to answer more calls, more quickly and to resolve them at the earliest opportunity, as well as enhancing access through digital contact. This then supports ensuring a timely and appropriate police response from officers and staff attending incidents, along with more resolution by telephone where

appropriate. Critical to this is the investment in the Crime Management Support Unit who will record all crimes reported, removing this function from the control room, thus freeing up capacity for call volume.

- 9.5 Investment in digital and automation is a continued enabler and focus. This includes GoodSAM application/rapid video response with an initial application in domestic abuse and missing persons cases. The initial £30k investment presents a potential to save £1m a year using video appointments and statements with victims, but importantly will provide a swifter response.
- 9.6 The force will continue to maintain its commitment to neighbourhood policing, recognising the vital role this has in community confidence. There will be increased activity around engagement with our communities and tackling the issues that matter most to them. This will be supported by the continuation of the additional ASB patrols and Immediate Justice options available through the funding secured by the Commissioner from the Home Office. These patrols and Immediate Justice action have already delivered a positive impact.
- 9.7 Our Teams will continue to focus on neighbourhood acquisitive crime, seeking to prevent these crimes, and effectively tackle those responsible. These offences include home burglary and street robbery, and it is known the impact these crimes have on feelings of safety in the home or in the street. The Neighbourhood Acquisitive Crime Teams established early 2023 will remain with this focus. The Commissioner has secured over £3.5m Safer Streets funding for partnership work. Supporting this work will be new dedicated proactive teams.
- 9.8 Shop theft has emerged in 2023 as a crime which has increased significantly. The force will continue its work, in partnership, seeking to prevent these crimes and

provide a proactive response, recognising the impact this crime has on local businesses.

- 9.9 The confidence of women and girls in policing remains a challenge. The force has undertaken significant change over the past three years. However, there is still more work, change and investment needed in the associated areas of crime such as rape and serious offences, along with all crimes under the VAWG headline. Domestic abuse being a continued significant demand for the force.
- 9.10 The force will continue to implement and embed the Operation Soteria Bluestone operating model and processes, which is recognised as making a positive impact for victims in the areas of rape and serious sexual offences. Whilst the force will continue to remain victim focussed, continuing to foster an investigative mindset, will ensure that offenders are actively sought and brought to justice.
- 9.11 During 2024 detectives engaged in the investigation of rape and serious sexual offences will undertake a new College of Policing RASSO Investigators Skills Development Programme. The new programme also includes a module to be rolled out to all front-line officers to improve the initial response which victims receive.
- 9.12 Additionally, the force's stalking lead is working in partnership to develop and introduce a new stalking clinic to discuss individual cases of concern regarding the perpetrator's actions and behaviour.
- 9.13 The safety of our road users continues to be an operational priority. The force has a very proactive Roads Policing Unit who work well alongside its partners in this area. This attention and dedicated resource, and associated operations, will

continue. The force will also build on the success of the Community Speed Watch Scheme through a dedicated Coordinator post.

- 9.14 The force will also invest this year in a team to develop Artificial Intelligence (AI) and automation as a way of generating efficiencies and cashable savings. Long term efficiencies and value for money need to be driven through this route and the force is committed to using this approach as a way of meeting future funding gaps.
- 9.15 A new Digital Evidence Management System will be launched, improving the ability for the public and business to submit CCTV evidence as well as the wider management of body worn video and digital interview material. The reduction in officer travel time alone, to collect digital evidence is forecast to save over 23,000 officer hours annually.
- 9.16 The force is investing to increase analytical capability to improve further its use of data and performance management arrangements, whilst developing simulation methodology to enhance its ability to allocate the right resources, with the right skills to meet changing demands.
- 9.17 The force is currently in the designing and planning stage for a purpose-built force accreditation hub to house internal forensic units to facilitate the maintenance of existing accreditation and the development of future demand. Derbyshire Digital Forensics Accreditation has already been transferred back in force through the implementation of an internal quality unit and the procurement of the Black Rainbow Quality Management and Case Management System.
- 9.18 A review of the force operating model for fraud and associated vulnerability has resulted in a planned investment of a further six investigators, supported by an increase in 2023/2024 of three financial investigators. This will see all fraud

investigations undertaken by a single function to improve consistency and outcomes for victims.

- 9.19 The force is hosting a partnership-based Violence Reduction Unit, funded by the Commissioner, which will consist of a Programme Manager and Analyst, who started in October 2023, with start dates waited for a young person engagement officer and communication and engagement officer. Government funding supports the delivery of the statutory duty we and partners have towards serious violence and with the introduction of the unit, we will focus on a multi-partnership approach to reducing serious violence in Derbyshire.
- 9.20 To support the work of the unit, part of the funding stream has been aligned to serious violence interventions. The evidence-based interventions are being delivered via Remedi, following a robust procurement process.
- 9.21 The force has delivered strongly against the priorities of the Commissioner's Police and Crime Plan as well as ensuring significant develop in other areas of its business. It has strong foundations to continue this development and improvement in the services it provides to its communities.