

Public Assurance Meeting



REPORT TITLE	BRINGING OFFENDERS TO JUSTICE
REPORT BY	CHIEF CONSTABLE
DATE	9 OCTOBER 2025

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 Priority 4: Bringing Offenders to Justice.

ATTACHMENTS

Appendix A: Victim Strategy 2023-25

Appendix B: Case Study – Immediate Justice

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 Derbyshire Constabulary is committed to bringing offenders to justice, putting the victim at the heart of what we do.
- 1.2 Over the past 12 months several important areas of work have continued in order to meet our objectives and provide a good service to victims. To bring offenders to justice, the standard of investigations needs to be good and supported by effective and efficient partnership working with the Crown Prosecution Service (CPS).
- 1.3 In Quarter 3 of 2024 a project team, led by a Detective Superintendent, started to examine what the force needed to do to improve the quality of investigations. This work continues and is central to many of the areas covered in this report. An example of an improvement which has been made is the commencement of a Joint Operational Improvement Working Group which commenced in April 2025. This identifies common case file mistakes, where and how improvements can be made, and explores technological, training and cultural solutions to achieve these improvements.
- 1.4 Also conducted in 2024 and reported in the spring of 2025 was a review of the force Criminal Justice (CJ) department. Led by the Superintendent Head of CJ, the aim of this review was to *'build a criminal justice function across Derbyshire that is outstanding in all areas of business and works closely with partners to deliver effective and efficient services'*. The review has seen new ways of working introduced across the force.
- 1.5 It is expected in due course that the force, in conjunction with the Office for the Police and Crime Commissioner, will be required to publish a number of data sets relating to performance in this area through the Victims and Prisoners Act 2024. This is not expected to be implemented until 2026 at the earliest, however preparation for this remains ongoing.
- 1.6 In the summer of 2024, it became necessary for policing to manage the consequences of prison overcrowding. This was in two parts: the first regarding the early release of prisoners, the second the capacity within the CJS to accept new cases. This put a strain on policing nationally. In this regard, we remain watchful of the levels of the prison population to anticipate how this might affect the force over the coming 12 months.

1.7 The Crime and Policing Bill continues its passage through Parliament. This contains several pieces of legislation which will have a direct impact on policing and how it operates in a number of areas. We will continue our preparations for the implementation of the Act to be ready as the separate parts are enacted.

1.8 The bill will further enshrine a number of legal requirements on the police in relation to the service they provide. The force welcomes the bill, which accords with the force's aims of providing a consistently good service to the public across the whole of Derbyshire.

The Crime and Policing Bill will introduce a range of targeted measures designed to strengthen the criminal justice system's ability to bring offenders to justice swiftly and effectively. It expands police powers to drug test individuals on arrest for a broader range of offences and controlled substances, enabling earlier intervention and diversion into treatment services. The Bill also creates a new power for police to enter premises without a warrant to recover stolen goods tracked via GPS or other electronic means, allowing for rapid response in theft investigations. New offences are introduced, such as assaulting a retail worker, possessing a bladed article with intent to cause harm, and administering harmful substances like in spiking cases. It enhances offender management by imposing stricter notification requirements on registered sex offenders and restricting name changes where there is a risk of sexual harm. Law enforcement agencies are granted clearer powers to access online data stored in user accounts, supporting digital evidence gathering in criminal investigations. Additionally, the Bill Increase the pool of foreign national offenders who may be given a conditional caution in order to secure their departure from the UK, helping to manage prison capacity and reduce reoffending.

1.9 We await what performance metrics will be required to be reported on and how these metrics will be used to compare forces, until such time it is difficult to assess what gaps, if any we may have in our current performance framework.

2. SUB-OBJECTIVE 1: HOLDING THE CHIEF CONSTABLE TO ACCOUNT AND WORKING WITH CRIMINAL JUSTICE PARTNERS FOR DELIVERING AN EFFECTIVE, SUPPORTIVE, AND TIMELY CRIMINAL JUSTICE SERVICE (CJS) FOR VICTIMS AND OFFENDERS

2.1 Derbyshire Constabulary has strong and effective partnerships across the Criminal Justice System, led by the Police and Crime Commissioner (PCC) through the Derbyshire Criminal Justice Board (DCJB).

2.2 The structure chart below shows the current governance structure of the DCJB.

Derbyshire Criminal Justice Board				
Chair: PCC				
Preventing Offending, Reducing Reoffending and Offender Health Board	Operational Joint Improvement Board	Women and Girls in the CJS Steering Group	Victim Improvement Group	Neurodiversity in the CJS

2.3 Each of these groups bring together a wide range of partners to deliver real improvements in the CJS, each having police representation. The focus of each group is explained as follows: -

2.4 The Preventing Offending, Reducing Reoffending and Offender Health Board coordinates efforts to reduce reoffending and support offender rehabilitation. It exists to manage offenders effectively through probation, diversion, and rehabilitation, reduce crime by addressing root causes and supporting reintegration, and monitor trends and outcomes to inform early intervention strategies.

2.4.1 The Criminal Justice Board Business Manager chairs the meeting. It is attended by partners from across the Criminal Justice System (CJS), local authorities and includes representation from the Office of the Police and Crime Commissioner (OPCC). The force contributes both operationally and strategically.

2.4.2 A recent initiative from the Board involved supporting Her Majesty's Prison and Probation Services (HMPPS) in increase the number of staff carrying Naloxone. The force's uptake has been exceptional prompting HMPPS to seek assistance in promoting its use. A Body Worn Video

(BWV) clip—showing a successful Naloxone intervention was shared significantly boosting adoption among HMPPS staff.

- 2.4.3 This reflects strong partnership working across the Board members. The force will continue to support Naloxone rollout efforts, including within Youth Justice Services (YJS).
- 2.5 The Joint Operational Information Meeting (JOIM) aims to improve operational performance across police and CPS, focusing on case resolution and timeliness. It exists to ensure timely and effective case progression from arrest to resolution, reduce court backlogs, and improve public confidence in justice delivery.
 - 2.5.1 JOIM is jointly chaired by the Head of Criminal Justice Department and a Senior District Crown Prosecutor from the CPS. This is predominantly only attended by police and CPS as it is intended to ensure working practices between these two parties are as effective and efficient as possible. An example of work currently being undertaken by this board is a Memorandum of Understanding (MOU) between Derbyshire Constabulary and local CPS that will ensure that certain cases are managed in a timely manner that reduces the potential loss of cases due to time limits being reached. It is envisaged that this MOU will improve inter-agency working, support improvements in investigation timelines and increase conviction rates.
- 2.6 The purpose of the Women and Girls in or at Risk of the Criminal Justice System Steering Group is to ensure gender-sensitive, trauma-informed approaches are embedded in practice, reduce the use of short custodial sentences and promote community-based alternatives, improving outcomes through tailored support and diversion programmes.
 - 2.6.1 The Women and Girls in, or at Risk of Entering the Criminal Justice System Group is chaired by the force lead for Female Offending and includes strong representation from CJS partners, the OPCC, commissioned services and the voluntary sector.
 - 2.6.2 Recent initiatives include being finalists in the national Weavers Women's Funding Bid and launching a targeted martial arts programme in Derby City for girls at risk, aimed at building confidence and resilience to deter criminal involvement.

- 2.6.3 The groups current priority is ensuring all members complete the Trauma Informed Derbyshire Training developed by a Public Health lead to embed trauma informed approaches in both operational and strategic decision making.
- 2.7 The Victim Improvement Board is dedicated to enhancing the experience and outcomes for victims and witnesses. Its purpose is to ensure victims receive timely, compassionate, and effective support, improve engagement and satisfaction, which is critical for justice participation, and identify and address gaps in victim services through performance monitoring.
 - 2.7.1 The Victim Improvement Board is chaired by the Head of Criminal Justice as the strategic lead for enhancing victim services. It includes representation from CJS partners, local authorities and the OPCC.
 - 2.7.2 A recent collaboration with a commissioned partner focused on improving the quality of referrals, specifically ensuring they include officers' assessments of victim vulnerabilities. This approach enables more efficient service delivery, reduces the risk of re-traumatisation and supports prioritised victim care.
- 2.8 The Neurodiversity in the Criminal Justice System – Task and Finish Group will aim-to improve identification and support for neurodivergent individuals in the CJS due to their overrepresentation within the CJS. It will seek to ensure fair treatment and reduce disproportionality for neurodivergent people, build staff capability and awareness through training and data, and enhance rehabilitation outcomes through specialist, tailored interventions. The task and finish group is due for imminent launch however, is awaiting final sign off at the DCJB and appointment of a Chair.
- 2.9 The DCJB Delivery Manager who is part of the Criminal Justice (CJ) team is currently consulting on a set of key performance indicators that will allow members of the board to monitor progress over the life of the board. It is expected these will be completed in Quarter 4 of this year.
- 2.10 Derbyshire Constabulary enjoys particularly good relationships with Youth Justice Partners. Having police officers embedded within Youth Justice Teams in both local authorities has ensured a consistent approach to prevent children entering the CJS, also known as First Time Entrants (FTE). As the table shows, results have continued to improve and have maintained low levels.

2.11 Number of children FTEs over past 12 months.

	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25
City	1	2	2	4	3	3	2	5	4	1	1	2
County	8	7	2	4	4	10	12	2	2	5	3	4
Total	9	9	4	8	7	13	14	7	6	6	4	6

2.12 Derbyshire Constabulary will continue to commit to supporting children and looking at all options to divert them from being offenders, or where they are victims, doing whatever is possible to support them.

2.13 The CJ team are working in conjunction with the OPCC to explore an opportunity to expand interventions with children who may have come to police attention but have not reached a threshold for a positive outcome. It is the intention to have a programme in place by October 2025.

2.14 Nationally, the CJS continues to face a number of challenges which are replicated in Derbyshire.

2.15 Court backlogs – the time taken for hearings to be heard in the courts continues to be an area of concern. Current delays mean that new cases are not scheduled to be heard in Magistrates' Court until June 2026 and in the Crown Court until January 2027. Where there has been alleged offences of Rape and Serious Sexual Assault (RASSO), these cases are not being listed until August 2027 and beyond. The impact on victims is considerable in waiting significant periods to see justice delivered.

2.16 The Witness Care Unit (WCU) within CJ manage contact with victims and witnesses as they wait for cases to be heard and are responsible for providing updates on any delays. Challenges and pressures within the wider CJS have resulted in a significant increase on workload demands in the unit, and is a risk being monitored and managed.

2.17 The below table demonstrates the ongoing increase in trial cases outstanding for a year or more at the Crown Court.

	Q4 2016	Q4 2017	Q4 2018	Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023	Q4 2024
Derbyshire	45	50	57	44	96	133	162	171	208

- 2.18 Prison releases – during 2024 His Majesty’s Government made a number of decisions that saw some categories of prisoners released early having served 40% of their sentence, rather than the previous 50%. This is known as Standard Determinate Sentence 40 (SDS40). Whilst this presented some difficulties across all partners including the police, the force saw limited issues from reoffending.
- 2.19 The recently published Independent Review of Sentencing by the former Lord Chancellor David Gauke made a number of recommendations, including a further reduction (again with some exceptions) to serve one third of their sentence before being eligible for release. Whilst managing such releases will be business as usual for all police forces and the probation service, there is an obvious consequential risk of adverse impact on confidence of victims and the wider public.
- 2.20 The Independent Review of the Criminal Courts, chaired by Sir Brian Leveson, has published part 1 of the report on 9th July 2025. The independent review focused on two key themes:
- a. longer-term options for criminal court reform, with the aim of reducing demand on the Crown Court by retaining more cases in the lower courts; and
 - b. the efficiency and timeliness of processes through charge to conviction/acquittal
- 2.21 The review makes recommendations for police forces, the College of Policing, CPS and the Government to focus on greater use and standardisation of Out of Court Resolutions (OOCR) and reclassification of some offences that are triable either way to summary only. These recommendations are being considered nationally by the National Police Chief’s Council (NPCC).
- 2.22 The following table shows the average (median) days taken for police to record a successful outcome in victim cases based in Derbyshire compared to the national average.

	Q4 2016	Q4 2017	Q4 2018	Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023	Q4 2024
Derbyshire	43	50	57	55	75	61	63	52	49
National	19	21	22	29	39	39	42	38	40

2.23 This data shows that over the last three years significant improvements have been made in the time taken to record a successful outcome, accepting there remains work to be done to be on par with the national average.

2.24 The following table shows the average (median) days taken for police to charge an offender in victim-based cases in Derbyshire compared to the national average.

	Q4 2016	Q4 2017	Q4 2018	Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023	Q4 2024
Derbyshire	38	49	56	56	83	68	81	59	60
National	19	20	20	28	42	44	47	41	41

2.25 Again, the most recent years have continued to show improvement, but further work is needed.

2.25.1 Charge times have increased nationally, with Derbyshire reflecting this trend. While performance lagged behind the national average between 2019 and 2022, improvements over the past two years have narrowed the gap. To further enhance performance, the force is focussing on two key areas, increased use of Out of Court Resolutions (OOCRs) where appropriate and improving investigation quality – both covered elsewhere within this report.

2.26 In May 2025, the force commenced implementation of the agreed recommendations arising from an internal CJ review, designed to improve the quality and timeliness of case files submitted to CPS.

2.27 A key measure of ensuring that we are presenting cases to the Crown Prosecution Service (CPS) in a manner that improves timeliness is the first triage acceptance rate.

2.28 The following table shows the first triage acceptance rate as a percentage against all files submitted. The improvements made in this area over the past 12 months brings the force into line, and comparable with the national average.

	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25
Derbyshire	51.7	58.9	59.8	50.6	58.2	58.7	61.6	61.1	59.1	65.7	68.4	70
National	61.5	61.6	64.7	57.0	64.7	61.3	64.1	66.8	66.1	68.1	68.4	72

2.29 When cases are actually tried at court performance is often comparable to or better than the national average. The table below shows the percentage of cases which result in a completed trial or a guilty plea.

	Q4 2016	Q4 2017	Q4 2018	Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023	Q4 2024
Derbyshire	87%	91%	87%	90%	85%	92%	88%	82%	87%
National	89%	90%	89%	90%	88%	86%	85%	82%	82%

2.30 This is further supported by a review of conviction rates. The force consistently achieves a conviction rate of around 85% in Magistrates Courts, and in Crown Court convictions are showing a positive trend, and are regularly over 80%. In April the force had the third best conviction rate in the country for domestic abuse cases.

2.31 The force works in partnership with agencies such as the prison and probation services to manage offenders and reduce risk of harm to the public. There are established protocols in place to ensure information is shared and prompt action is taken to manage offenders who abscond from prisons.

2.32 Prisoners who abscond are individuals who escape from custody or who fail to return when required. The force will respond to an immediate alert from the prison by:

- Conducting a thorough risk assessment based on the offender's previous history and reason for imprisonment.
- Place a wanted alert on the Police National Computer (PNC), which is circulated nationally.
- Consider an all-ports warning if there is a risk the offender may leave the country.
- Public media appeals and Crimestoppers will be used to warn the public of any risks and seek help in locating the offender.

- 2.33 Probation will in some cases instigate a recall to prison, with the force responsible for locating the offender and arresting them. In other cases, offenders will face sanctions within the Criminal Justice system. The force Managing Offenders and Sexual Violence Officers (MOSOVO) work jointly with probation and other partners to manage high risk offenders under local Multi Agency Public Protection Arrangements (MAPPA).
- 2.34 The force will respond to offenders who are released from prison by:
- holding regular meetings to plan supervision and risk management after release for those violent or sexual offenders managed under MAPPA, police, probation, and other services.
 - Joint agreement of licence conditions between the force and probation such as exclusion zones, electronic tagging, curfews, or mandatory appointments.
 - The force and probation service may conduct home visits if there is a public protection concern.

3. SUB OBJECTIVE 2: MAKING IMPROVEMENTS TO INCREASE FILE QUALITY, WHICH IN TURN WILL HELP DRIVE UP CHARGE RATES

- 3.1 In November 2024, the force established a dedicated project team to raise investigative standards led by a Det Superintendent.
- 3.2 The project team use a problem-solving approach to identify root causes and take action to make sustainable improvements in standards.
- 3.3 There have been several key workstreams progressed by the project to date. These include refreshing the force's Crime Management Policy and Standard Operating Procedure, development of an interactive four-day training course for frontline officers working in response, establishing a JOIM Working Group to improve casefile quality, and development of a PIP Accreditation software application – a technological solution to aid officers to evidence their continued professional development. Furthermore, the force is piloting the College of Policing's new PIP 1 Supervisor Programme.
- 3.4 The project reports to the Investigative Standards Board, which is chaired by the Assistant Chief Constable (ACC) for Crime and Criminal Justice.

- 3.5 The project has adopted the Operation Soteria approach in terms of being victim-centred, suspect-focused and context-led, with workstreams focusing on six pillars. These are:
1. Initial Response
 2. Conducting Investigations
 3. Supervising Investigations
 4. Casefile Quality and Outcomes
 5. Behavioural Change, Learning and Development
 6. Data, Governance and Assurance
- 3.6 Pillar 4 relates to 'Casefile Quality and Outcomes'. With the addition of an analyst within CJ, the force has vastly improved understanding in terms of its performance in casefile quality and bail management. The CJ Analyst publishes a monthly performance pack which is used to drive performance improvement.
- 3.7 In this respect, the force has implemented a JOIM Working Group – an operational-level group where common issues are identified and addressed. The group, chaired by a Detective Chief Inspector is a sub-group to existing Operational and Strategic JOIM police and CPS structure.
- 3.8 A key performance indicator to show that improvements are being made in files submitted to the CPS is through the DGA rate. The CPS Director's Guidance Assessment (DGA) is an assessment undertaken each month based on a dataset jointly agreed with policing. DGA provides a qualitative assessment of file quality and a quantitative picture of the number of assessments the CPS has undertaken. The below table shows Derbyshire Constabulary's DGA compliance, as a percentage, over the past 12 months.

	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25
Derbyshire	59	59	68	62	64	67	60	63	72	64	59	66

- 3.9 As can be seen DGA compliance is showing improving performance towards the national benchmark of 70% set in 2024.

- 3.10 Changes to working within the CJ department have led to the rationalisation of a number of smaller teams into a larger Casefile Progression Team. This team will seek to reduce the administration burden of file completion from the frontline whilst improving working relationships with partners.
- 3.11 A further 'new way of working' is the ongoing development of first triage. This reviews work being submitted to the CPS to ensure it contains all necessary and relevant information, aimed at preventing requests for further work from the CPS. The team will liaise directly with officers to rectify any gaps, as well as direct some work to other teams within CJ to complete to ensure a timely progression of good quality files to the CPS.
- 3.12 The table below compares the percentage of cases referred to the CPS that result in a charge. Performance is comparable with the national figure with an aim for this to be consistently above 80%. Please note the data is taken as a snapshot of time in the year in Q4.

	Q4 2015	Q4 2016	Q4 2017	Q4 2018	Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023	Q4 2024
Derbyshire	77%	79%	79%	71%	72%	71%	67%	78%	78%	78%
National	77%	77%	77%	74%	76%	75%	76%	78%	80%	80%

- 3.13 This is supported by recent data which shows for all crime our percentage of files sent to the CPS that result in no further action has reduced in Q1 of 2025.

	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25
Derbyshire	23.4	27.5	34.2	41.7	28.9	27.8	28.6	25.0	27.3	19.8	33.0	24.6
National	23.2	27.6	27.4	28.2	27.0	26.2	23.4	24.0	22.3	18.9	25.0	21.9

4. **SUB OBJECTIVE 3: WORKING TO IMPROVE THE QUALITY OF POLICE INVESTIGATION FROM EVIDENCE PRESERVATION, THROUGH TO OUTCOME, WHICH WILL IMPROVE THE SERVICE TO VICTIMS AND INCREASE CONFIDENCE IN POLICING.**
- 4.1 The initial investigation of crime (not attended as an 'emergency' or 'priority') is managed within the Crime Management Support Unit (CMSU). Approximately 60% of crime is investigated within the CMSU.
- 4.2 At the initial crime recording stage (within the first 24 hours), a decision is made whether reasonable lines of enquiry exist, and whether there is any associated risk.
- 4.3 A crime occurrence is only suitable to be resolved at the initial stage if:
- There are no known suspects.
 - There are no viable lines of enquiry.
 - The crime is not part of an identified series of crimes.
 - There are no victim vulnerabilities identified or any indication of them being targeted.
 - There are no outstanding threat, harm or risk factors.
 - The crime is not motivated by hate (hate crime).
 - There is no indication of repeat offending (by the same unknown suspect).
 - There have been no weapons used.
 - There are no hazardous or dangerous items stolen.
- 4.4 If there are none of the above factors, and the crime is not serious, the victim will be updated in line with the Victims Code of Practice (VCOP) and the crime will be filed accordingly.
- 4.5 Regular audits are undertaken by the CMSU Inspector to ensure compliance with the guidance. The result of the audits supports strong compliance with the guidance, with direct feedback provided to officers where relevant.
- 4.6 In 2024 HMICFRS' Inspection into the force reported that the force's positive outcome rate was 15.5%. Since that inspection, its performance has improved; figures in June 2025 show that our positive outcome rate is currently 17.1%.
- 4.7 The following table shows Derbyshire's recorded positive outcome rate for the last five years. After decreases between 2021 and 2023 it is pleasing to now see this rate increasing month on month.

Positive Outcome Rate (as per NPCC Classification)		
Financial Year	Rate (%)	Change (%)
2020/21	16.9	n/a
2021/22	13.9	-3.0
2022/23	14.4	0.5
2023/24	15.0	0.6
2024/25	17.2	2.2

4.8 Positive Outcomes as defined by the NPCC are:

1. Charged
 1. Summoned / postal requisition
 - 1A Alternate offence charged
 - 1A Alternate offence summoned / postal requisition
 - 2 Youth caution
 - 2 Youth conditional caution
 - 2A Alternate offence youth caution
 - 2A Alternate offence youth conditional caution
 - 3 Adult caution
 - 3 Adult conditional caution
 - 3A Alternate offence adult caution
 - 3A Alternate offences adult conditional caution
 - 4 TIC (taken into consideration)
 - 5 Offender has died
 - 6 Penalty notice for disorder
 - 7 Cannabis warning
 - 7 Khat warning
 - 8 Community resolution
 - 8 Youth restorative disposal
 - 9 CPS – prosecution not in public interest

- 4.9 The Police Service for Northern Ireland (PSNI) currently has one of the highest positive outcome rates. PSNI receive 51.1 crimes per 1,000 population compared to 88.1 in England and Wales (ONS statistics). Policing in Northern Ireland can be very different to policing in England and Wales.
- 4.10 To identify best practice, opportunities to embed positive practice and improve performance, the Investigative Standards Project continually reviews HMICFRS' PEEL Inspection reports and other publications, together with scanning other forces to look for where organisational learning can be taken to improve service delivery and strengthen positive outcomes performance.
- 4.11 Call handlers have received dedicated training from a Crime Scene Investigator (CSI) as part of their continuous professional development. A CSI has also been seconded to the control room to support further knowledge sharing, the development of guidance, and a review of processes to improve compliance with evidence preservation. A video has also been developed that can be shared with victims by text or email. This is a short video to assist in the preservation of evidence, particularly in cases such as burglaries.
- 4.12 Quality Assurance (QA) processes assess ongoing compliance. The QA process assesses a range of areas, including evidence preservation advice compliance and quality. This area still requires improvement; however, the current approach provides clear scrutiny to monitor progress and drive improvement.
- 4.13 The approach to online contact mirrors the approach for traditional reporting routes such as 101. A victim can receive guidance via text or email.
- 4.14 The force has recently refreshed the Crime Allocation Policy and associated Standard Operating Procedures (SOPs) and in so doing, has made clear its expectations in terms of conducting and supervising investigations, including frequency and quality of both investigation plans and supervisor reviews. A comprehensive internal communications plan is in place to ensure all staff are aware of their responsibilities.
- 4.15 Inspectors and Chief Inspectors have a responsibility to review a pre-determined number of investigations each month under Quality Assurance Thematic Testing (QATT) arrangements to strengthen management, scrutiny and quality assurance. QATT data is fed into force performance dashboards and used to inform performance and accountability mechanisms.

- 4.15.1 QATT is a fundamental part of the Investigative Standards Project Performance Pack. Focussing in on individual elements of investigations (such as the quality of witness interviews, the quality of suspect management and supervision of the investigations) enables us to better understand our performance in any given area, identify areas for improvement and focus effort to improve performance and share good practice.
- 4.15.2 As an example, QATT has helped to shape a review into witness statement quality which has led to updated guidance and greater scrutiny and accountability leading to improvements in quality.
- 4.16 The introduction of a new force operating model in January 2023 and creation of the Crime Directorate now provides greater capacity to flex investigative resources to meet demand. However, there remain issues in relation to the national detective shortage, and the Crime Directorate is operating with 32 vacancies within an establishment of 518, of which 322 are detectives. The Detective Constable Entry Programme (DCEP) is also seeing more investigators aligned to the Crime Directorate, which is impacting and reducing vacancy levels. There are currently 24 students on the DCEP in force training school undertaking a two-year training programme. The first cohort will land within the crime directorate in October 2026.
- 4.17 The force has dedicated teams in areas such as High-Risk Domestic Abuse, Rape and Serious Sexual Offences, Child Investigations Teams, Management of Sexual and Violent Offenders (MOSOVO) and Exploitation Teams.
- 4.18 The dedicated teams receive bespoke training and accreditation according to the needs of that department. Training and accreditation for some roles are national requirements and therefore something that forces must comply with.
- 4.19 The force is currently working on a digital accreditation app in order to provide data and assurance around the levels of accreditation and identify any gaps.
- 4.20 Implementation of the Crime Directorate brought the majority of the force's detective capacity bought together under one command. Specialist teams were created to investigate some of the most serious and complex crimes, with officers on those teams undertaking bespoke training and accreditation. A review of the force's operating model will take place in early 2026, providing opportunity and insight ensuring the force provides a consistently good service to the public of Derbyshire.

- 4.21 There is an issue nationally around the quality of work submitted to forensic services for examination. This has been reviewed and addressed between the five regional forces. The quality of Forensic Work Requests (FWR) submitted by officers is monitored by East Midlands Special Operations Unit-Forensic Services (EMSOU-FS) Forensic Submissions Unit and the data sent to each force to their nominated point of contact for forensics.
- 4.22 In addition, EMSOU-FS have worked with forces and their training schools in relation to officer training, emphasising the importance of the quality of FWRs.
- 4.23 The College of Policing have devised training modules around the completion of FWRs. This training has been mandated in force, and compliance with the training will be monitored through the Investigative Standards Board. Progress will be monitored via a regional Gold Group chaired by the EMSOU Assistant Chief Constable.
- 4.24 HMICFRS recently made recommendations to all forces in relation to the use of the Police National Database (PND) regarding its use to search for images of suspects. Internal policies have been updated and compliance will be monitored through internal governance processes.
- 4.25 The force is also one of a small number of forces working with the College of Policing to pilot a national 'PIP1 Supervisor Programme' which has been designed to support frontline supervisors. All acting, temporary and substantive response Sergeants, including Performance Sergeants at Chesterfield and Derby North police sections will be part of the programme. Training commenced on 30 June 2025.
- 4.26 With the support of the force Investigative Standards Project, the Learning and Development (L&D) unit have designed and are leading delivery of a four-day investigations focused training programme that all frontline response investigators and supervisors will undertake over the next 40 weeks. This training covers all aspects of investigations from initial response, securing and preserving evidence, developing investigative strategies and conducting proportionate investigations, through to suspect identification and management, casefile quality, court and supporting victims. Together with a comprehensive internal communications strategy, this training is aimed to equip our people to conduct more efficient and effective investigations. Initial officer feedback is broadly very positive.

- 4.27 L&D are also leading work to implement an Investigative Interviewing Delivery Plan which will see the development of scrutiny and mentoring processes to further improve the quality of witness and suspect interviews.
- 4.28 The Force Audit and Assurance Team has responsibility for developing an audit programme to undertake further quality assurance of cases, including evidence-led prosecutions ahead of the next HMICFRS inspection.
- 4.29 The enhanced wellbeing provision for our investigators is an essential element of the force having a trauma-informed approach. Being trauma informed is important for the health and wellbeing of staff, as well as when engaging with members of the public.
- 4.30 The enhanced wellbeing provision is open to operational and non-operational officers and staff in certain high-risk roles. These are in areas of policing where there is a higher level of exposure to psychological hazards known to be associated with an increased risk of anxiety, depression, primary and secondary trauma. The aim is to proactively manage and reduce the risk of burn-out, helping officers and staff identify trigger points for seeking help and prevent them from getting to the point where they are overwhelmed.
- 4.31 The provisions in place are as follows:
- Pause Point - a structured support system that makes sure officers and staff in high-risk roles receive regular and meaningful periods of reflection to support their wellbeing and good mental health. This is a new intervention being piloted Rape and Serious Sexual Offence teams.
 - Structured Professional Support (SPS) – an appointment with a trained counsellor is offered annually to officers and staff within high-risk roles to support their ongoing wellbeing.
 - Psychological Surveillance - offered annually to officers and staff within a high-risk role to identify where someone may need support.
 - Staff also have regular welfare discussions with supervisors as part of their one-to-ones and check-in conversations.

5. SUB OBJECTIVE 4: ENSURING CRITICAL INFORMATION FOR VICTIMS OF CRIME IS BETTER COMMUNICATED TO THOSE WHO ARE NAVIGATING THE JUSTICE SYSTEM

- 5.1 Putting victims at the heart of what we do is a priority for Derbyshire Constabulary. The Superintendent, Head of CJ is the force strategic lead for victims and chairs a Victim Improvement Board comprising of police and partners, with representation from the OPCC. Executive oversight is provided by the Victims, Crime and Vulnerability Board chaired by an Assistant Chief Constable. Key performance issues or risks are escalated by exception to the Performance Assurance Board chaired by the by the Deputy Chief Constable.
- 5.2 For many years Derbyshire has commissioned Leicestershire Police to undertake telephone surveys with a sample of victims of crime in Derbyshire. These are completed monthly, with the results being scrutinised to understand where performance is good and where improvements need to be made.
- 5.3 Over the past 12 months we have seen gradual improvements in feedback from victims. The below table, which shows the percentage of victims satisfied in the areas of kept informed and whole experience shows gradual and marked improvement.

	May -24	Jun- 24	Jul -24	Aug- 24	Sep -24	Oct -24	Nov -24	Dec -24	Jan -25	Feb -25	Mar -25	Apr -25
Whole Experience	67.3	76.3	77.5	68.5	74.0	75.5	77.6	73.1	83.0	82.1	86.5	82.4
Kept Informed	50.6	51.7	67.0	44.1	54.9	54.6	56.0	50.0	63.3	60.3	64.6	60.8

- 5.4 Comments arising from victim surveys are analysed, with feedback provided to individual officers. At the tactical level, these responses are collated to inform the development of officer training.
- 5.5 A paper has been written proposing some changes to our surveying process. It is hoped to be able to expand surveying to include more vulnerable victims of crime, whilst at the same time aligning some questions to the Crime Survey of England and Wales (CSEW) that will allow for better data comparison. Subject to agreement, it is anticipated changes will come into effect in Quarter 4 of 2025-26.

- 5.6 Between December and March 2025 over 700 officers received a full day of face-to-face training that was dedicated to improving the service we provide to victims. There was a particular emphasis on completing a Victims Needs Assessment (VNA), the legal requirement on officers contained within the Victims Code of Practice (VCOP) and the importance of delivering timely and good updates. This was delivered by officers and staff from the CJ team along with support from Derbyshire Victim Services and Remedi, who are commissioned through the OPCC to provide victim support. This was well received and whilst evaluation of this training is on-going, initial results are promising.
- 5.7 Training is an ongoing process and the programme to upskill neighbourhood officers and crime investigators is continuing in line with that already delivered to response staff.
- 5.8 Identifying vulnerability is a key aspect of policing. Officers and staff are trained to identify vulnerabilities at the earliest stage. As part of the above training, officers and staff are reminded of what is expected of them, and that vulnerable victims of crime are entitled to enhanced rights through VCOP.
- 5.9 Victims should only have to answer questions once and there is an ongoing project to improve the quality of VNAs and work of commissioned victim services to reduce or prevent re-traumatisation.
- 5.10 The below table shows the performance for VNA completion over the past 12 months. Whilst performance is stable, it is recognised this needs to improve.

	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25
VNA Completion rate	64.7	69.2	78.6	58.5	62.2	65.2	53.8	71.4	69.4	81.3	58.0	65.9

- 5.11 Feedback received during training has highlighted the force crime recording system does not assist in making the completion of a VNA a straightforward process. To assist, Standard Operating Procedure have been revised and performance will monitor through QATT processes following planned launch in July 2025.

- 5.12 In late 2024, a victim contact app was introduced which allows officers and staff to update victims by text, which has been welcomed by many. Given the working patterns of police officers, one of the many benefits of the app is that officers can send updates at times when they, but maybe not the victim, are available. In the relatively short time this has been in place, there have already been approximately 20,000 uses of the system. We expect this to increase as it becomes more embedded.
- 5.13 A number of technological solutions are under consideration on a national basis to further improve processes for victims to receive updates throughout the life of an investigation. Whilst Derbyshire is not a force participating in one of these trials, it is part of the design authority and is therefore in a good place to move ahead when the technology is in place.
- 5.14 GoodSAM is an internet platform that has a number of uses for advanced levels of contact between the police and the public. It allows for video calls to be used between parties in a number of areas. The provision of GoodSAM to the Witness Care Unit (WCU) is being explored to enhance opportunities for a better experience between victims and those who are looking after them within the WCU.
- 5.15 In 2024, CJ in conjunction with the Contact Centre, conducted a trial whereby when a victim telephoned through to the Contact Centre to request an update on a crime but could not reach the officer, they were diverted to victim care. It then became their role to research the crime and provide an update, with the intention to provide an enhanced service to victims. This proved to be a success, and this process is now business as usual.
- 5.16 Victim care has recently taken on the completion of Victim Personal Statements (VPS) and requests for special measures that are missing from police files. This is ensuring a coherent approach to this important area of work and further preventing delays in file submission to CPS.
- 5.17 As part of the CJ review and the new ways of working, the victim care team will be increasing to three full time posts and will be incorporated into the WCU, continuing with the processes as described above.
- 5.18 The force in conjunction with the OPCC, have a clear strategy to improve the service provided to victims which is supported by a Victim Improvement Plan. The Victim Strategy 2023-25 can be seen at Appendix A and is being refreshed by the end of 2025.

6. SUB-OBJECTIVE 5: WORKING WITH THE FORCE TO MAXIMISE OPPORTUNITIES TO PREVENT OFFENDING THROUGH EARLY INTERVENTION, EARLY HELP AND RESTORATIVE SUPPORT

- 6.1 The force has developed key areas to prevent offending in the past twelve months. This has been the mainstreaming of Hotspot policing and Immediate Justice following a successful trial. The second being the continuation of the Violence Reduction Unit (VRU) until March 2026. These schemes have prevention at their core and continue to develop intervention practices, working with internal and external partners. The force Youth Engagement Officer has moved to the Prevention and Partnership Team and each Local Policing Unit now has dedicated Youth Engagement Officers. Working in partnership, they deliver prevention inputs to those at pre-school through to university students.
- 6.2 In relation to the schools' programme, preventative education is delivered through inputs to both primary and secondary schools and further education providers. All inputs include support services for Children and Young People (CYP) to provide ongoing access. In the 12 months to May 2025, there have been 1,099 inputs delivered to primary schools with 26,989 young people engaged, 471 inputs delivered to secondary schools with 22,989 young people engaged and 71 inputs delivered to further education establishments with 1,656 young people engaged.
- 6.3 A teacher feedback form has been released in May 2025 to gain a better understanding of how effective these sessions have been from a teacher's point of view. As this is a new process, it will take some time before we are able to share results from this in order for it to become embedded into everyday practice.
- 6.4 Youth Engagement Officers developed a 'Shattered' knife crime board game that has been delivered and well received. To date, nine forces have been in touch in relation to use of this product and all have received the materials to be able to implement this in their area.
- 6.5 A partnership approach has been undertaken with third party providers attending educational establishments to ensure a consistent and quality input to schools. Links have been established with the third sector, such as Safe and Sound Charity, so that prevention extends outside the education arena into the community, including youth clubs and areas young people congregate.

6.6 The Derbyshire Serious Violence Partnership has been leading on eight funded interventions over the 2024-25 financial year, which are detailed below. Funding for all these interventions has been received via the Serious Violence Grant which is administered by the OPCC. The majority have a focus on early intervention as a means of reducing and preventing offending. Apart from the Hope Hack and Walk Away Campaign, all other interventions have been funded again for the 2025-26 financial year.

(i) Hope Hack:

Hope Hack is a day-long workshop that gives young people a voice and focuses on their hopes for the future. This involves groups of young people aged 13-25 discussing their thoughts and solutions on issues that affect them, their lives and their communities.

(ii) Walk Away Campaign:

The Walk Away Campaign was first developed by Leicestershire Police and subsequently rolled out nationally by the Home Office. Research shows that most incidents of serious violence on a night out are caused by an error in judgement, a spilled drink, or a rude comment. The campaign aims to target potential offenders by encouraging them to simply 'walk away'. The campaign prompts perpetrators and bystanders to recognise the links between characteristics, behaviours and potentially violent incidents. The campaign targets males aged 18-30, as data has shown this demographic has an increased risk of being involved in serious violence within the nighttime economy (NTE).

(iii) Chesterfield Vulnerability Hub:

The Chesterfield Vulnerability Hub was already functioning for one night per week. Additional serious violence funding helped to support it opening on two nights per week, with additional staffing. Since July 2024, it has been operating in Chesterfield Town Centre on Friday and Saturday nights. The hub is staffed by local authority staff, paramedics and local street pastors, providing support to individuals who become vulnerable during the nighttime economy.

(iv) Schools Exclusion Programme - Roma community (Derby City):

The Schools Exclusion Programme is an intervention dedicated to reducing school exclusions and promoting social inclusion for Roma families in Derby and Derbyshire. This intervention was funded to extend and expand the work being completed by the New Communities Achievement Team in Derby City.

(v) Remedi - Serious Violence Mentoring:

Remedi is a commissioned service which provides educational and diversionary inputs. One of their services is to provide serious violence mentoring for children and young people aged 10-18 at risk of or involved in serious violence. This was commissioned during 2024-25 financial year and continues during 2025-26. This provision runs across both City and County. In the 12 months preceding March 2025, 81 referrals were made for Serious Violence Mentoring across the City and County. The outcomes of the evaluations were overwhelmingly positive. They indicated a significant amount of learning and positive changes in the lives of the young people and learning has helped to develop the mentoring offer for the 2025-26 financial year.

(vi) Safe and Sound - 'I Can I Will':

Safe and Sound have developed a bespoke training programme called 'I Can I Will', which aims to reduce acts of youth serious violence. These awareness workshops teach children how to be active bystanders, what to do if they see something concerning, and who to turn to for help if they feel unsafe or worried. Over 230 workshops delivered to more than 5,000 young people, demonstrating an increased knowledge of what serious violence is and how they can be an active bystander. Young people are curious about how they can keep themselves and others safe and are concerned about certain risks in their communities. Feedback from young people has been considered and is helping to shape ongoing service delivery.

(vii) Virtual Decisions Schools Programme:

Serious Violence funding was utilised to fund an organisation called Virtual Decisions to deliver virtual reality sessions to young people in Derby City. The Virtual Decisions programme is an intervention which offers young people the opportunity to explore real-life scenarios through immersive, multi-narrative experiences. The programme was rolled out to at least thirteen schools over the last year in Derby City.

(viii) Wellbeing Worker:

This intervention focuses on an additional Wellbeing Worker in Derbyshire County's Leaving Care Service. The worker provides mentoring support to young people who are leaving care (from age 18). The project has just started its third cohort of young people, totalling 45 reached to date. There have been positive

outcomes in regard to young people being in suitable, safe and sustainable accommodation. Over half of the young people are in education or employment and have indicated positive changes in their lives. Feedback is being used to make ongoing progressive and positive changes to the service deliver

- 6.7 The force operates an Integrated Offender Management (IOM) programme that is based on offenders who pose the greatest risk of further offending. The strategy is consistent with the National Neighbourhood Crime Integrated Offenders Management Strategy. The force work with partners across probation, prison, substance misuse and housing providers, focusing on approximately 275 offenders with convictions for serious acquisitive crimes of robbery, burglary, and other thefts excluding shop theft. There is some flexibility to include offenders who may fall outside of this criterion but would benefit from inclusion on the scheme, such as the force area's most recidivist retail offenders in line with national scrutiny around these crime types.
- 6.8 The cohort includes offenders with recent convictions in relation to drug possession with the intention to supply.
- 6.9 The force continues to invest, along with partners, in the use of GPS monitoring tags as both a mandatory licence condition as well as on a voluntary basis. These provide data to monitor compliance with licence conditions alongside providing alerts to IOM managers and crime investigators if an offender with such a tag has been in proximity to a reported acquisitive crime, providing vital intelligence and investigative opportunities. Additional funding has been secured from Probation in order to expand this work further into the vulnerability arena by offering voluntary tags to young people at risk of exploitation.
- 6.10 In line with the national IOM Strategy, the Derbyshire IOM scheme has been populating a national system known as IDIOM. This allows offenders to be tracked before, during and after their involvement with the scheme. The latest report from this system covers 230 offenders on the Derbyshire Fixed Cohort. In the six months prior to joining the scheme the cost of their offending totalled £1,395,109. Six months post-leaving the scheme, the cost of their offending was estimated to be £334,104, representing a 76% reduction in the cost of crime. The figures are taken from the 2011 Home Office Economic and Social Cost of Crime and adjusted to reflect costs in 2025. In terms of numbers of offences, the cohort were convicted of 553 offences in the six months prior to the scheme and 134 offences in the six

months afterwards. The IOM Hub run by the City IOM and Probation Delivery Unit (PDU) has received regional recognition as innovative good practice, and other forces have visited with a view to implementing a similar offer.

- 6.11 The Derbyshire IOM scheme has benefitted from successful bids into the national Probation Service IOM Fund. This has included extending the funding for voluntary GPS tags along with the support services being secured for the financial year 2025-26. Working with the force Violence Reduction Unit a plan is in place to conduct additional out of hours intervention with those of the cohort who post a risk of serious violence. Funding from the regional Probation Innovation Fund have been secured to allow this work to be undertaken countywide.

7. SUB-OBJECTIVE 6: ENSURING THE LIVED EXPERIENCE OF VICTIMS HELPS TO SHAPE AND IMPROVE THE CRIMINAL JUSTICE PROCESSES

- 7.1 Victim telephone and online surveys provide a vital tool for the force in improving our understanding of the service provided to victims of crime. A victim survey Power BI Dashboard has been created giving officers and staff an overview and easy access to the performance data and victim comments. At an operational level, the monthly information provided by respondents is used to improve local service delivery and included in divisional performance packs.
- 7.2 A question is included in the telephone survey that asks if the victim would like to be recontacted to discuss their dissatisfaction. If the victim does require further contact, the survey comments are sent to the relevant section Inspector and tasked through the NICHE system. The issues raised will be discussed with the victim and the outcome recorded. The force service recovery process is available on the force intranet.
- 7.3 Positive feedback is often provided by respondents, and this is shared with the section Inspector. Survey comments are now provided to individual officers to highlight what is considered good work from a victim's point of view.
- 7.4 NICHE victim contact letters have been updated and new additional letters added. This is to assist officers to keep their victims informed of their case. They also include a link and QR code to an online satisfaction survey.

- 7.5 The OPCC commissions various Lived Experience activity, including a victim's voice app for surveys, one-to-one interviews and a focus group. This independent voice offers an insight into what works well and where improvements can be made.
- 7.6 The OPCC receives reports from Victim Support detailing the findings and recommendations arising from this work, which informs options as to how service delivery can be improved. All survey comments and insights are reviewed to identify key learning points to be incorporated into officer briefings and training.
- 7.7 Kept informed has repeatedly been an issue raised through Lived Experience and victim satisfaction surveys. Officer training and briefings include current satisfaction results and examples of how to ensure victims feel supported.
- 7.8 Included in the training and briefings has been inputs on 'victim blaming language' to raise awareness of this important issue. A useful guide to assist officers has been developed. A continuous training plan is in progress for 2025 to ensure all officers and staff have access to the training material and content to support and improve the service to victims.
- 7.9 The OPCC are currently supporting the force with designing and providing Derbyshire Victim Services business cards. These may be left with victims who are unsure if they require support at present.
- 7.10 The Derbyshire Victims Code of Practice leaflet link has been embedded into all NICHE victim letters. This will help promote awareness of VCOP and the 12 victim rights.

8. SUB OBJECTIVE 7: LOBBYING THE GOVERNMENT FOR STRONGER LAWS AND TOUGHER POLICIES AND PENALTIES WHERE NECESSARY, WHICH AIM TO PROVIDE BETTER JUSTICE FOR VICTIMS.

- 8.1 Where necessary, the National Police Chiefs' Council can lobby on behalf of policing where it is felt that changes in legislation are required.
- 8.2 Negotiations are ongoing with the national lead for E-bikes, E-scooters and E-motorbikes regarding an extension to the powers of PCSOs to deal with nuisance offences: an area persistently raised by the public.
- 8.3 The Victims and Prisoners Bill, along with the Crime and Policing Bill will seek to introduce a number of pieces of legislation. This will include stronger powers to

tackle antisocial behaviour; tougher action on knife crime; greater protections for retail workers, vulnerable children and adults; tackling child sexual abuse; and tackling violence against women and girls (VAWG).

9. SUB-OBJECTIVE 8: REDUCING REOFFENDING THROUGH THE EFFECTIVE USE OF OUT OF COURT DISPOSALS, INCLUDING THE USE OF RESTORATIVE JUSTICE AND IMMEDIATE JUSTICE WHERE APPROPRIATE

- 9.1 It is recognised that having an effective and efficient process for the delivery of Out of Court Resolutions (OOCRs) has the potential to deliver better and timelier outcome for victims, to reduce reoffending and to reduce pressure on the CJS. As part of the CJ Review, the force has looked at how OOCR are delivered in Derbyshire.
- 9.2 On 1 April 2025 an increased commitment was made to OOCRs by placing three full-time officers into an OOCR hub. Overseen by a Sergeant who also has responsibility for youth justice, the hub oversees the delivery of all OOCRs. This has put the force in a stronger position to deliver consistency and effectiveness in this area of business.
- 9.3 To further build on this, a trial took place in June 2025 whereby any children subject to arrest and bail were immediately assessed for suitability to be reviewed by the Youth Justice panel, rather than wait for an investigation to be completed. It is hoped this will provide a timelier result for the victim, and intervention for the child. The results of this trial will be evaluated in due course.
- 9.4 Any crime considered suitable for an OOCR is subject to an initial assessment by the officer in the case and their supervisor. Where this is considered low level and can be resolved using a community resolution, officers retain the autonomy to resolve without the involvement of the hub. This ensures that some decision making remains with officers to resolve to the benefit of the victim without delay.
- 9.5 In more serious cases where it is felt that the offender should be subject to more intensive intervention, those cases are referred to the hub which ensures consistency of approach.
- 9.6 Knowledge of the available interventions which are available to support delivery of an OOCR is being developed, together with efforts to build strong relationships with providers, including Remedi and Redsnapper.

- 9.7 In the last 12 months (July 2024 – June 2025), a total of 4,996 OOCRs have been delivered accounting for 5.7% of all positive outcomes. This is a 1% increase in the proportion of OOCRs that were delivered.
- 9.8 Since launch the OOCR hub has received 233 referrals, and feedback from officers has been overwhelmingly positive. The process is now delivering more consistent outcomes, contributing to improved operational efficiency, thus reducing the number of offenders going through the criminal justice system and providing an improved approach to OOCR management.
- 9.9 The following table shows OOCRs as a percentage of all positive outcomes delivered by month over the past 12 months. Further work is required to achieve the ambition to sustainably build towards 10% as the work of the hub is embedded.

	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25
OOCR % Positive Outcomes	5.5 %	5.2 %	6.1 %	5.6 %	5.3 %	5.3 %	6.0 %	5.7 %	5.5 %	7.2 %	5.8 %	5.4 %

- 9.10 Leaflets will be created for offenders, to provide further information regarding the OOCR options available.
- 9.11 An early review process for youth cases is currently underway, enabling swifter resolutions and ensuring that appropriate outcomes are achieved more efficiently.
- 9.12 At present, reoffending data for all OOCR (apart from Immediate Justice) is not yet available due to the limited operational timeframe of the OOCR hub. To ensure any analysis is meaningful and reflective of trends, a review of reoffending rates will be conducted three months post-launch, with findings expected from Autumn 2025.
- 9.13 Immediate Justice (IJ) is an initiative introduced and funded by the OPCC in 2023. It was designed to address anti-social behaviour (ASB) and repair the harm caused to victims and communities through swift, meaningful consequences for offenders. Under the IJ scheme, individuals deemed suitable are required to participate in a one-hour ASB awareness session and complete between 5 to 20 hours of reparative work. The number of hours is determined by the severity of the offence or incident. The aim is to promote accountability, raise awareness of the impact of

their actions, and contribute positively to the community. The programme has since expanded beyond ASB to include a broader range of offences. Tailored workshops are delivered based on the specific crime committed.

- 9.14 Since the launch of IJ, a total of 1,261 referrals have been completed. Notably, 69% of individuals have not reoffended, demonstrating the positive impact of the intervention. These individuals had previously committed 1,081 offences, highlighting the significant reduction in demand on the force and the effectiveness of the IJ approach.
- 9.15 One of the current challenges is the reduced number of caseworkers, now down to four, each managing high caseloads. This is being closely monitored and will be reviewed as needed.
- 9.16 Previous evaluations have shown that individuals who completed both the workshop and reparative work benefitted most from the intervention. However, due to the reduction in the number of caseworkers and widening our crime type criteria, the IJ package has altered slightly. This includes traditional IJ (workshop and reparative work) and tailored workshops. These tailored sessions have helped reduce pressure on caseworkers; however, a formal evaluation will be required in six months' time to assess the effectiveness of the tailored workshops alone.
- 9.17 Derbyshire Constabulary works in partnership with two key providers - Remedi and Redsnapper to deliver tailored interventions as part of its offender rehabilitation and community justice efforts.
- Remedi delivers facilitator-led, one-to-one workshops for individuals involved in the IJ scheme and other diversionary programmes. These sessions are conducted by trained caseworkers who not only guide participants through the workshop but also assess their wider needs. Where appropriate, Remedi makes referrals or signposts individuals to additional support services, ensuring a holistic and person-centred approach to rehabilitation.
 - Redsnapper provides online e-learning interventions, offering flexible access to tailored workshops. These are particularly useful for individuals who:
 - live outside the Derbyshire force area.
 - have committed specific offence types for which Redsnapper has developed targeted content.
 - have warning markers that make in-person sessions unsuitable.

- 9.18 Derbyshire has received funding to set up and deliver a Young Futures Prevention Panel Pilot. This is a multi-agency mechanism designed to identify and support children and young people aged 10-17 who are vulnerable to being drawn into crime, particularly Serious Violence, Anti-Social Behaviour and Violence Against Women and Girls. It prioritises trauma informed, consent based approaches and aims to reach those who are often missed by traditional systems, helping to prevent escalation into further offending and improve long term outcomes. This pilot is under construction with partners and will commence in October initially running until April 2026, it will be monitored throughout with an early evaluation to assess its effectiveness.

10. CONCLUSION

- 10.1 Derbyshire strives to be an outstanding force and recognise that key to this is bringing offenders to justice. Dealing with crime and antisocial behaviour (ASB) and ensuring that victims receive the service they deserve builds confidence in local policing.
- 10.2 Good progress is being made in many areas in this regard. Our positive outcome rate is up and continues to improve. More emphasis on prevention and diverting people from the CJS will help ensure we work effectively with our partners to reduce crime and ASB.
- 10.3 Wider issues in the criminal justice system such as court delays and reductions in prison sentences are beyond our immediate control; however, we will continue to work closely with partners and review our systems, processes, and approach to make adjustments where necessary and minimise the impact on victims of crime and the communities of Derbyshire.
- 10.4 The work to raise investigative standards will continue, with a key focus on equipping frontline officers, staff and their supervisors to improve quality of investigations and get things right first time, so that we work more effectively with the CPS to bring offenders to justice in a more timely manner.

APPENDIX A

Victim Strategy

2023-25

Our Aim

To ensure victims are at the heart of Derbyshire Police through taking a One Derbyshire approach, protecting the vulnerable, supporting victims and helping people protect themselves from becoming a victim of crime.

Our Priorities

- Comply with Victims Code of Practice (VCOP)
- Provide Support Services for all victims
- Ensure Officers are trained, equipped to support victims and witnesses

Our Objectives • We will

- #### Support the needs of individuals, vulnerable victims and witnesses through commissioning and signposting

 - Promote awareness campaigns & a communication Strategy
 - Increase self-referrals to commissioned services and work in partnership with the Office of the Police and Crime Commissioner on the contract monitoring of these services
 - Refer all adult victims for non-specialist crime to services instantly when reporting their crime and develop more accessible routes for children and young people to access services
 - Record whether victims are repeatedly targeted by criminals to reduce repeat victimisation
- #### Support victims whether they report crime or not

 - Ensure Officers and staff treat victims and witnesses with respect, dignity and fairness and enable them to access their Code of Practice Rights through vulnerability and VCOP training
 - Work with partners to minimise points of contact for victims through their journey, making it seamless, timely and appropriate
 - Ensure victims of Anti Social Behaviour are heard and offered support services to reduce the impact of ASB
 - Review and monitor victims reasons for not supporting police action and respond positively to learn from the victims experience
- #### Ensuring Victims Entitlements are met

 - Ensure officers complete an initial victims' needs assessment to determine their support needs and continually give the right to undertake a Victim Personal Statement, promoting the use of technology and self service
 - Improve access to special measures and support under Section 28, through increased awareness of Remote Evidence Centres
 - Ensure all victims are kept informed about the progress of their crime and keep an auditable record of their views
 - Review the Victim Right to Review process in line with new national guidance and ensure the process is electronic
- #### Building teams and systems to effectively and efficiently put victims at the heart of our service

 - Review Victim Hub models to establish a restructure based on Risk and Threat to enhance referrals and support
 - Reduce Failure demand through victims calling 101
 - Work closely with Divisions to improve victim satisfaction rates and undertake surveys in-house to enable the Force to respond to emerging issues and trends, locally, regionally and nationally
 - Feed in excellent work of staff and officers in relation to victims and witnesses through Governance Boards and share good practice
- #### Establishing better outcomes for those that are victims of crime working with the support of our Criminal Justice Partners supporting both equality and diversity

 - Provide services that proportionately reflect the demographics of our local communities and ensure there is no disparity in service for victims of crime
 - Link together the work around victims and witnesses with partners through the Criminal Justice Board
 - Establish a meaningful performance framework and report this through the Victims, Crime and Vulnerability Governance Board
 - Achieve appropriate outcomes for victims, including the pursuit of evidence-led prosecutions where appropriate, and inform the victim of the outcome in a timely manner
- #### Commission services and Force delivery based on victims' voice and needs for everyone including children and young people

 - Increase support services to children as victims of domestic abuse, as required under the Domestic Abuse Act
 - Procure a Children and Young Person Independent Sexual Violence Advisor (CHISVA) service for young sexual abuse victims at all risk levels in Derbyshire
 - Through victim's voice, create specialist capacity to seek feedback from vulnerable victims and understand what further support we could offer to all victims of crime in Derbyshire
 - Request feedback from victims on a regular basis and use it to enhance and improve services to protect vulnerable people further support we could offer to all victims of crime in Derbyshire

Our Governance • How we monitor and oversee delivery

- Victim Improvement Plan | Victims, Crime and Vulnerability Governance Board
- Victim Improvement Board (Police and Office Police and Crime Commissioner)

Our Performance • How we measure performance and impact

- Contract Monitoring | Dip Sampling | Focus Group Feedback | Performance Framework
- Surveys with victims | Victim Satisfaction rates

One Derbyshire

Making Derbyshire Safer **Together**

Victim Strategy 2023-25 - 04-24



APPENDIX B – A case study on the impact Immediate Justice can have on reducing offending and diverting persons away from potentially more serious crimes and the Criminal Justice System.

In November 2024, a 15-year-old male was being rude in the street calling a PCSO and PC derogatory names – an incident that was captured on body worn video. This boy had become known to the local police for antisocial behaviour and there was a fear the nature of his offending would increase to where he might become a first-time entrant into the CJS. The suspect was interviewed and fully admitted the offence.

Despite his previous behaviour the boy had no previous community resolutions and had not previously been involved with the Youth Justice Service. Therefore, a referral was made to the Immediate Justice team in relation to a Public Order offence.

The recommended diversion was for a programme delivered by the IJ team - ASB Solutions Workshop – and on top of this it was recommended that he undertake five hours' reparation. Both were attended and completed, with reparation undertaken at a local community project. It was commented how hard the boy had worked on the placement and it is pleasing to note he enjoyed it that much he now volunteers there. The placement was grateful for his hard work.

In the time since, the boy has not come to police attention for any crime, ASB or as intelligence. Prior to the IJ diversionary activity his behaviour was worsening, and without intervention there was every likelihood he would enter the CJS.