

PERFORMANCE SCRUTINY MEETING

AGENDA

DATE OF MEETING	28 NOVEMBER 2023
TITLE OF MEETING	THE COMMISSIONER'S POLICE & CRIME PLAN 2021-2025 - PRIORITY 1: STRONG LOCAL POLICING
TIME OF MEETING	10:00 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 - PRIORITY 1: STRONG LOCAL POLICING
5.	PUBLIC QUESTIONS ON STRONG LOCAL POLICING



Derbyshire
Police and Crime
Commissioner

Protecting Communities,
Fighting Crime



AGENDA ITEM

4

PERFORMANCE SCRUTINY MEETING

REPORT TITLE	THE COMMISSIONER'S POLICE AND CRIME PLAN 2021-2025 - PRIORITY 1: STRONG LOCAL POLICING
REPORT BY	CHIEF CONSTABLE
DATE	28 NOVEMBER 2023

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 Objective 1: Strong Local Policing.

ATTACHMENTS

1. None

RECOMMENDATIONS

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

CONTACT FOR ENQUIRIES

Name:	C/Supt Hayley Barnett
Tel:	101
Email	pamenquiries@derbyshire.police.uk

1. OVERVIEW OF THE STRATEGIC PRIORITY

- 1.1 Neighbourhood Policing is critically important to Derbyshire Constabulary. This has been recognised through continued growth and investment in this area over the last few years. This supports the delivery of the Chief Constable's priorities, the Commissioner's Police and Crime Plan and the national agenda as detailed in the Beating Crime Plan.
- 1.2 The introduction of the Government's Anti-Social Behaviour (ASB) Action Plan supports the ongoing work the force has been doing to tackle anti-social behaviour, in line with the Commissioner's Neighbourhood Policing Charter. Funding, secured through our Police and Crime Commissioner, has enabled us to embed hotspot policing and Immediate Justice for those committing ASB.
- 1.3 A partnership-based Violence Reduction Unit (VRU) is being set up in support of our statutory duty. Roles have been advertised and the programme manager and dedicated analyst started in October 2023. This unit will be pivotal in supporting a multi-agency response to serious violence.

2. SUMMARY OF ACHIEVEMENTS IN THE PAST 12 MONTHS

- 2.1 The following has been achieved in the past 12 months:
- 2.2 Working with partners, we introduced the Most Appropriate Agency (MAA) policy in late 2022 which focused on ensuring that service users received the right care from the right partner at the right time. This focused on a couple of key areas of business:
 - Concern for safety, when partners would ask the police to conduct a check on their service user.
 - Hospital walkouts, when patients left hospital and it was deemed, they still needed treatment.
- 2.3 We now attend around a third of such incidents, two thirds remain the responsibility of partners, and we have recouped on average 1,100 officer hours a month for reinvestment back into policing services.

- 2.4 Since then, the Right Care Right Person (RCRP) National Partnership Agreement was launched by the Home Office pulling together Police, National Health Service England (NHSE) and wider partners focusing on the same agenda, to release policing from non-policing activity, so we can focus on delivering policing services.
- 2.5 Derbyshire's MAA policy supports some of the RCRP agenda for the area of mental health. This includes areas like absence without leave, conveyancing and Section 136 Mental Health Act voluntary attendance at mental health facilities and emergency departments. Work is taking place, under a cross partner Executive Group, to identify the gaps any withdrawal by the police might leave and considering how we can reconfigure the system to ensure that the public get the right care from the right person. We are aiming to deliver against this in early mid-2024.
- 2.6 Derbyshire Constabulary has increased the number of Mini Police Schools from 13 to 20. Citizens in Policing (CiP) are working with Safer Neighbourhood Teams (SNT) to ensure the programme is delivered effectively, maximising opportunities to strengthen confidence in policing with young people.
- 2.7 Through Home Office ASB funding secured by the Police and Crime Commissioner, Derbyshire Constabulary have highlighted 23 ASB hotspot policing locations that will benefit from increased visible patrols, applying the evidence-based theory of hotspot policing.

3. **SUB-OBJECTIVE 1: STRONGER, MORE EFFECTIVE NEIGHBOURHOOD POLICING TEAMS TO CUT CRIME, BRING MORE CRIMINALS TO JUSTICE AND KEEP LAW-ABIDING CITIZENS SAFE**

- 3.1 Derbyshire Constabulary has increased the footprint of the Prevention and Partnership Team making it a standalone department with oversight and responsibility for the following workstreams:
- Neighbourhood Policing
 - Problem Solving
 - Prevention (including designing out crime)

- Citizens in Policing
 - Licensing
 - ASB (including use of ECINS – multi agency platform for sharing information)
 - Hate Crime
 - Multi agency Violence Reduction Unit (VRU)
- 3.2 Oversight of these key areas will support the Constabulary’s proactive approach to community policing, long term and sustainable problem-solving solutions, partnership working and reducing crime and ASB.
- 3.3 Assistant Chief Constable (ACC) Michelle Shooter is now the National Police Chiefs’ Council (NPCC) lead for Neighbourhood Policing. Both ACC Shooter and the Chief Constable have provided a commitment to maintaining Safer Neighbourhood Teams (SNT) establishment levels and ensuring any vacancies are filled expeditiously.
- 3.4 Latest establishment figures show that 145 police officers are employed within SNTs (Safer Neighbourhood Teams) across the force. The full establishment level is 161 officers.
- 3.5 A recent expression of interest process ran for Sergeants and Police Constables to apply for the small percentage of vacant posts. Most of these new officers will be on their beat areas by the end of November.
- 3.6 There are currently 187 Police Community Support Officers (PCSOs) employed by Derbyshire Constabulary. This is an improvement on recent months and shows progress towards the establishment figure of 200 (194 dedicated to Safer Neighbourhood Teams). A cohort of new PCSOs commenced training in July 2023 and have since landed on their Safer Neighbourhood areas. A further cohort of PCSOs started training school on 4 September and started on Safer Neighbourhood Teams on 17 October. A further course is course scheduled for January 2024.
- 3.7 On-going work is taking place to professionalise the role of Safer Neighbourhood officers. This includes a Continuous Professional Development (CPD) strategy that includes induction training, learning hub modules and an annual conference. 34

PCSOs have recently been trained in level 3 and 4 crime prevention with most working towards completing their qualification over the coming months. 30 further officers are being trained in Hotspot policing through the Cambridge Centre for Evidence-Based Policing.

- 3.8 Reducing SNT abstractions has been a key focus over the last six months. By reducing the number of abstractions, we allow neighbourhood officers to spend more time in their communities, providing visible reassurance and problem-solving repeat issues.
- 3.9 The SNT abstraction policy has been strengthened and now requires Chief Inspector or above authority to abstract SNT officers from their core role unless an emergency/life at risk situation is occurring.
- 3.10 A new Abstraction 'App' was also launched on 3 May 2023 and a Power BI Dashboard to help track any abstractions was launched in June. There have been 129 abstractions recorded since recording commenced. When we consider we have over 300 staff on SNTs who work within their neighbourhood area between 37-40 hours a week we are satisfied that the abstraction being recorded is at a tolerable level, allowing our staff to concentrate on their core role. Where we notice patterns within abstraction (for example, a given area or shift) we address this quickly to understand why it is happening and putting in measures to stop it taking place
- 3.11 Since June 2023 we have seen abstractions reducing month by month. Only 16 were recorded in August 2023. SNT abstractions are now reported through to Divisional Senior Leadership Teams and reviewed in the Neighbourhood Policing Board.
- 3.12 Currently the main reason for SNT abstractions is to support the enquiries into major or significant incidents. This accounts for 30% of abstractions recorded. This percentage is likely to be high due to some significant incidents which occurred at the end of June 2023.
- 3.13 There are 10 Local Policing Units, 23 Safer Neighbourhood Teams and 95 Safer Neighbourhood Areas (SNAs) across Derbyshire. Each SNA (Safer Neighbourhood Areas) has a named officer responsible for covering that beat area. Details of these officers have been updated on the Derbyshire police website under

'your area.' Some SNT officers will provide a named point of contact to more than one area. This is primarily for areas where there are low levels of crime or anti-social behaviour.

- 3.14 To ensure our Neighbourhood Teams have sufficient reach into communities, it is important that they are based within or close to the areas. This is central to the force's Strategic Estates Strategy.
- 3.15 Staveley Police Station is currently under refurbishment in preparation for being used by staff from Killamarsh whilst that station is being rebuilt and Clay Cross Police Station is awaiting a planning decision. Safer Neighbourhood Teams also occupy office space at fire station premises in Shirebrook, Long Eaton, Ashbourne and Bakewell with welfare stops also being provided at New Mills and Chapel fire stations.

4. SUB-OBJECTIVE 2: HAVING ADDITIONAL OFFICERS RECRUITED AS PART OF THE POLICE UPLIFT PROGRAMME

- 4.1 Derbyshire Constabulary has recruited an additional 283 officers over the three years of the Police National Uplift programme, which provides for an establishment of 2,110 officers.
- 4.2 Pleasingly, funding is allowing us to maintain numbers above this in the short term. As of August 2023, the actual number of police officers was 2,144 (including officers on a career break or seconded to regional roles).
- 4.3 All police officer recruitment campaigns are processed through the e-recruitment system (Applicant Tracking System). Once an entry route has been advertised all candidates apply online by visiting the Derbyshire Constabulary careers website.
- 4.4 The entry routes currently available within Derbyshire Constabulary are the Initial Police Learning and Development Programme (IPLDP+), Police Constable Degree Holder Entry Programme (PC DHEP (Degree Holder Entry Programme), Detective Constable Degree Holder Entry Programme (DC Detective Constable) DHEP) and Police Constable Degree Apprenticeship (PCDA).

- 4.5 We are not planning any more additional DHEP or PCDA programmes, other than what we have already in the schedule. Next year (2024) our focus will be on Police Constable Entry Programme (PCEP). This is the non-academic route that will replace IPLDP. The primary reason for focusing on this route is due to the increased retention rates we see on this course. We are currently running on average at 10.8 leavers per month in comparison to last year where it was 13.5 per month.
- 4.6 Work will continue to review the other entry routes available to ensure we achieve a wide range of applications, in terms of diversity, skills and experience maximising retention of successful starters.
- 4.7 Attraction and Recruitment

	As of 31 August 2023 (officers substantively in a Derbyshire post)	As of 31 August Percentage of Total Officers	Census 21 population data
Asian	35	1.67%	5.0%
Black	9	0.43%	1.4%
Mixed	23	1.10%	1.9%
Other	1	0.05%	1.0%
Not Stated	4	0.19%	0%
Unknown	21	1.0%	0%
White	2003	95.56%	90.7%
Grand Total	2096 (Total excludes officers on a career break and seconded to regional roles)	100%	100%

- 4.8 In August 2023 officers from a minority ethnic background, officers made up 3.25% of all officers within Derbyshire Constabulary whilst 95.56% of all officers were white. Overall, the number of B.A.M.E officers have remained relatively static throughout the uplift operation.

- 4.9 Census data from March 2021 places Derbyshire as having just over 1% of our demographics who identify as black. Based on this we still have work to do to ensure that our workforce is representative of our communities.
- 4.10 The force has an established Positive Action (PA) team who work within the Section 158 legislation available in the Equality Act 2010 to help attract and recruit individuals into policing from all protected groups, but more specifically those who are from communities underrepresented in policing.
- 4.11 The PA team are regularly supported by officers and staff who represent our diverse communities and can share their lived experience as a member of our organisation.
- 4.12 Currently (September 23) there are 19 candidates in the pre-employment phase who identify as Black, Asian or minority ethnic. This would increase current representation to 3.6% (from 3.2%) and is a positive step forward. The PA team continue to work with the applicants during this process.
- 4.13 Current work taking place includes:
- We utilise data from the latest Census, Acorn (demographics, lifestyles, and behaviour data), and Origins (ethnicity data) to identify where our diverse communities are located.
 - Working closely with the SNTs to support engagement with all sections of our communities to gain trust and confidence and in promoting Derbyshire Constabulary as an employer of choice.
 - Identifying community ambassadors - utilising and building on established contacts within the community.
 - Utilising current officers and members of staff who are also ambassadors within their community to support engagement activities.
 - The development of appropriate marketing material that best reflects our diverse communities to be used to support recruitment events and information sessions.

- Maximising engagement opportunities within schools, colleges, youth groups, employment agencies, and religious and cultural venues, to run career information sessions detailing all pathways and transferable skills into policing roles.
 - Established expression of interest form on force careers website that is monitored by the PA team and allows early intervention and highlights routes into policing that are appropriate to the individuals skill set, thus managing expectations, and signposting to further educational support if required.
 - Career guidance information sessions regards all routes into policing with guidance around the necessary qualifications required for each role.
- 4.14 Supporting candidates from the first initial engagement, through to application involves guidance on the application form, National Assessment Centre, as well as support around the final interview stages. If candidates have been unsuccessful at any part, then alternative routes into policing will be discussed. Email links are sent to applicants enabling them to book on for further information support sessions. A clear explanation of the vetting process is providing enabling Derbyshire Constabulary to attract the right candidates from the onset.
- 4.15 Derbyshire Constabulary have a HR Business partner who leads on workforce and succession planning. Through this role we have a good understanding of our leavers and retention risk. We are adopting the national leavers framework in force and this was fully operational at the end of October 2023. Not only are we applying this to police officers but for every workforce type in force providing us with greater data, including capturing leavers between staff roles.
- 4.16 We understand that us, like many other forces have a retention risk for officers in their student years, this is why we have developed our student hub and within this have a student officer survey each month with new starters. We also have a transfer panel which can support student officers that want to stay as police officers but are struggling with their chosen entry route.

4.17 Leavers are currently running on average at 10.8 per month. Last year our leaver rate was 13.5 per month which is a positive improvement and one we aim to build on through the work described above.

5. SUB-OBJECTIVE 3: INCREASING OUR VOLUNTEERS, SPECIAL CONSTABLES AND OTHER CITIZENS IN POLICING WHO PROVIDE GREAT SUPPORT TO THE FORCE AND INCREASED VISIBILITY IN COMMUNITIES

5.1 Our current number of Special Constables (SC) is 68, 59 of which are active and nine are on a leave of absence.

5.2 The number of duty hours worked by our SC this year from 1 August 2022 to 226 July 2023 hours are 11,771. For the same period last year 19,117 hours were worked. Whilst the hours have reduced, they are in line with SC numbers which have been in decline since 2017.

5.3 Pleasingly, each month this year (2023) has seen a steady increase from 810 hours in February to 1,206 hours in June. This is seen as a positive indication of progress.

5.4 Decline in SC numbers is not unique to Derbyshire and a number of forces are experiencing the same issue. To support our work in increasing numbers a five-year strategy has been agreed with the force's Chief Officer Team.

5.5 The first phase of this has begun and includes two initial courses per year with 20 specials on each. The national target of specials representing 10% of the regular establishment has been adopted. This figure will vary but as it currently stands, we are looking at 211 specials by the end of 2027.

5.6 Work to support, develop, and retain are significant areas of development for the Special Constabulary. The recent introduction of the Specials Co-Ordinator post has been a huge step forward and is allowing for much greater emphasis on several areas but specifically development and retention.

5.7 Alongside Learning and Development, work is well underway to enhance the existing Continuous Professional Development (CPD) work both centrally and on division. In support of this there has been a review of the student officer work pack

and the mentoring of that individual, this is in the process of being brought in line with the College of Policing recommendations and will both professionalise the process and add significant value to Derbyshire Constabulary when the Special is signed off as independent.

- 5.8 Sitting alongside all of this is the promotion of the worth of the Special Constabulary and its wider use in operations such as football and local policing operations, both serving to add interest and a feeling of belonging. We are exploring the wider use of specials in specialist departments and are one of the first forces in the country to start training specials in the use of Taser.
- 5.9 Citizens in Policing (CiP) work very closely with a designated Communication and Engagement member of staff to maximise opportunities on adverts and information on recruitment. We currently advertise for all forms of volunteers on the force website, Instagram, Facebook and TikTok.
- 5.10 We have a targeted specialised campaign for Specials through Facebook and comms post on LinkedIn boards. We are also looking at university recruitment, targeting several areas for volunteers but specifically those looking at a career in policing for specials. This includes the attendance at all recruitments events and jobs fairs, this part of the strategy working closely with Equality, Diversity, and Inclusion.
- 5.11 The force and Commissioner continue to jointly fund Federation subscriptions for our Specials cohort, providing them with the same support as our regular officers. The Federation is a staff association for officers of the rank of Constable, Sergeant, Inspector and Chief Inspector.
- 5.12 Police Support Volunteers (PSVs)
- 5.13 Our current numbers for PSVs are 72 in total, 61 of which are active.
- 5.14 Number of duty hours worked this year from 01/08/2022 to 26/07/2023 are 6,395. For the same period last year, the total was 4,145 hours. This is a positive increase set against reduced numbers of PSV's. The recent CiP review of PSV's has encouraged line managers to invest more time in their PSVs, so we are maximising the value and opportunity they bring to the Organisation.

- 5.15 CiP have set the ambition to increase PSV numbers by 25 per year. This is seen as a realistic number and focusses more on quality rather than quantity. A slowly increasing number of volunteers are being utilised in more specialist roles and departments.
- 5.16 Work to support, develop, and retain is an area that sits with the department requesting the services of a PSV and their designated line managers. All PSVs are inducted into the force by the CiP team, they are then passed on to their relevant department who are responsible for a more bespoke induction. The latter is an ongoing process and one that CiP actively encourage line managers to carry out.
- 5.17 The importance of valuing a volunteer and the work they do is stressed at every opportunity by CiP, this includes the use of divisional commendations and annual award ceremonies.
- 5.18 In the case of PSV's, unlike Specials and Cadets, they are only recruited in to specific identified and agreed roles. The rationale for this is well-established and agreed. Consequently, adverts for PSV recruitment are bespoke and frequently over-subscribed requiring a sift of applicants and an interview. The entire process is conducted in partnership with HR and the E-Recruitment portal with adverts being via the force website and social media. The number of recruitment opportunities are directly related to the force requirement and awareness of PSV's, the promotion of this being a CiP priority.
- 5.19 Volunteer Police Cadets (VPC)
- 5.20 Our current numbers are 53 active Police Cadets and 13 Joint Police and Fire Cadets, a total of 66.
- 5.21 We do not specifically record hours worked by Cadets but in general they are two hours at the weekly Cadet session and an occasional weekend session ranging from a full day for Duke of Edinburgh through to a few hours for an SNT engagement session.
- 5.22 There is no definitive agreed total number of Cadets, more a desire by the force, in line with the CiP 2022 -2026 Strategy, to increase the number of Police Cadet cohorts from three to eight. This is a five-year strategy and one that is monitored at the force level Volunteer Police Cadet Governance meeting.

- 5.23 Our emphasis will be around extending the scheme across the county to engage with vulnerable and harder to reach communities. Any extension is dependent upon Cadet leaders and our ability to recruit more volunteers (PSV's) into that role. This is an ongoing process and is constantly live on the force website and a number of social media platforms.
- 5.24 The lack of Cadet leaders is a national issue and that would impact our ambition to increase numbers in this area. Our CiP Cadet team have been chosen by the national team to produce a video for all social media platforms to recruit volunteers for Cadet leaders.
- 5.25 We also piloted a radio broadcast across local East Midlands channels. It is too early to assess the impact of this work, but we hope it will support an increase of interest around cadet leadership.
- 5.26 As a force we do not struggle to recruit Cadets. We are currently live with our advert for an additional 40 Cadets and have already exceeded that number with a high number of applicants.

6. SUB-OBJECTIVE 4: ENSURING OFFICERS HAVE THE TRAINING AND SUPPORT TO USE THE POWERS THAT ARE AVAILABLE TO THEM TO KEEP THEMSELVES AND THE PUBLIC SAFE (INCLUDING EFFECTIVE AND APPROPRIATE USE OF STOP AND SEARCH)

- 6.1 Conflict Management and De-escalation Training, Public and Personal Safety Training (PPST) and Emergency First Aid at Work Training is delivered to all police officers and police staff that have face to face contact with the public and to all police officers who are operationally deployable.
- 6.2 The two days Initial First Aid training is delivered upon joining the organisation and six days of PPST, concluding in a further two days of summative scenario-based assessment in accordance with national occupational standards.
- 6.3 These skills are then re-certified annually (within 365 days). Officers that have expired certification for these skills will have their deployable status reviewed and risk assessed by their supervision. Where appropriate their deployable status will be removed or restricted. 14% of our deployable police officers currently have

expired certification. This can be for a variety of reasons, including injury, career breaks and most recently the change in national direction that all ranks must be PPST, and first aid trained. Plans are in place to reduce these numbers with 120 officers to be re-certified before the end of the training year as a priority, along with ensuring Public Order and taser carrying officers remain in ticket.

- 6.4 Training planning uses the data held on skills needs and expiry. In November each year, data reports are run to forecast skills expiry through the following year to determine the number of courses and places required each month (with an additional 10% over offer) to ensure officers remain competent and in ticket with a process to re-course two months before expiry, to allow for operational priorities.
- 6.5 The Conflict Management and De-escalation Training package, produced by the College of Policing, has been rolled out to all new student officers since September 2021. The new refresher programme for current officers and staff commenced in September 2023. This programme will continue through early 2024, until we have implemented the new PPST programme (commences January 2024).
- 6.6 When arranging the training, the Force Training Team prioritise delegates according to the risks associated with their role. The Force Training Team has had challenges filling courses due to a lack of resources to perform this task and increased demand, more in force training and improved recording. A review of this function commenced in September 2023, to look at how we can improve the overall efficiency of duty planning and abstraction for training. This will see some areas of training planning currently managed in other areas brought into a single team.
- 6.7 The introduction of the new national PPST curriculum in January 2024 will see the ratio of trainers to officers reduce to 1:6 for recertification training. Contact delivery time will increase from one to two days in line with national standards. The style of training (scenario based as opposed to front delivery) as well as the ratio and doubling in course length, present significant challenges. Additional trainers have been recruited into the training team to meet demand with two venues across the force estate being used for the delivery of training.
- 6.8 First Aid Training will continue with most officers and staff receiving training in Emergency First Aid at work. Specialisms such as Custody Staff receive training

in Custody First Aid with Firearms and Public Order Medics completing enhanced training.

- 6.9 The force has created a workforce superintendent role to oversee workforce and all force training. This will ensure the force better understands officer and staff skills to help plan resource allocation and recruitment priorities, whilst aligning training with strategic priorities and operational demand. To better support our workforce, there will be a new programme of continued professional development throughout all ranks, incorporating an ongoing commitment to improve investigative standards.
- 6.10 Vulnerability training is being delivered to all officers and relevant police staff, over an 18-month programme encompassing seven separate modules. This will ensure everyone understands and recognises vulnerability to provide the best support for those most vulnerable to harm within Derbyshire.
- 6.11 Taser Training
- 6.12 Derbyshire Constabulary currently has 499 officers who are taser trained with an annual program to train a further 100 officers each year. We have also trained two Special Constables. Our force target is to have 575 taser trained officers within Derbyshire. The initial course is four days. A year after completion of their initial course officers receive two days annual refresher training. Those unsuccessful on their initial course, come back for a further day and most candidates do well with the extra tuition. All student officers can apply three months before their respective probation ends. Since April 2023, we have trained 91 of the 100 extra officers planned for this year. The remaining staff are scheduled to be trained in March 2024.
- 6.13 Key issues/emerging risks regarding taser
- 6.14 The high proportion of officers who are young in service on shifts, can impact on the distribution of taser trained officers across different sections which requires careful logistical considerations. A pre-cursor to taser training is successful completion of PPST and First Aid.

- 6.15 Whilst the budget is to train 100 per year, this does not include attrition through people moving into specialist roles, retirement or choosing to be taken off the cadre. The 100 uplift will therefore be slightly less every year.
- 6.16 The next generation of Taser device is due to be released in April 2024. This device, the Taser 10, is more advanced than the current model we use. It offers the opportunity to deploy Taser from almost twice the distance and with greater accuracy.
- 6.17 Stop and Search
- 6.18 The police powers of stop and search have been in existence since the introduction of the Police and Criminal Evidence Act 1984 (PACE). Stop and search activity should be conducted in line with guidance provided by Authorised Professional Practice (APP). Stop and search is an important power for protecting the public and tackling crime, but we do not underestimate the impact that it can have on communities and individuals. To maintain public confidence in its use, the power must be used in a fair, legitimate, and effective manner. We welcome scrutiny and continue to work with our communities and stakeholders to improve the quality of our interactions and to ensure our legitimate use of stop and search to protect the public.
- 6.19 All new students receive stop and search training during their initial training. This is a pass or fail module. The package developed by the College of Policing, covers both a theory and practical element. New officers also must show competence in using stop and search powers during their probationary period before they are signed off. Force wide stop and search training is delivered annually to all operational officers. This includes any recommendations from His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), the Independent Office for Police Conduct (IOPC) or any College of Policing updates.
- 6.20 In addition to this, and to support the appropriate use of stop and search, Derbyshire have a comprehensive internal and external scrutiny process. Monthly external scrutiny panels are chaired by the Independent Advisory Group (IAG) and the Office of Police and Crime Commissioner (OPCC), in addition to Youth Scrutiny Panels with the Youth Commission. These groups have full unedited access to

body worn video. Any feedback either developmental or positive is fed back to officers and is also used to shape training.

- 6.21 Year to date 9,663 stop searches have been conducted over the past five years. The legal power most used is the Misuse of Drugs Act 1971 followed by PACE 1984 and thirdly, S1 Firearms Act. Controlled drugs are the highest search reason followed by bladed article, articles for use in theft and going equipped and then offensive weapons and stolen goods. The overall Positive Outcome Rate over the past five years is 34%, placing Derbyshire above the national Positive Outcome Rate.

	Year ending Aug 23	Year ending Aug 22	Year ending Aug 21	Year ending Aug 20	Year ending Aug 19
Total Stop Searches	2198	1781	2265	1868	1551
Drugs	1209	918	1392	1222	985
Bladed Article	328	328	235	159	167
Articles for use in theft	152	141	191	160	131
Going equipped	155	92	119	86	68
Offensive weapons	131	117	106	69	49
Stolen goods	61	56	61	59	65
Firearms	42	37	57	20	16
Other search powers	120	92	104	93	70
Positive Outcome Rate	32%	33%	32%	36%	37%

- 6.22 There are many examples where stop and search has been used effectively to remove weapons from the street to protect the community and those who are vulnerable. A recent example concerns a male driving a motor vehicle in an erratic manner. Officers stopped and searched the male under Section 1 Police and

Criminal Evidence Act 1984 and he was found to be in possession of a large zombie style knife and a kitchen knife whilst believed to be driving under the influence of controlled drugs. He has subsequently been charged to court for possession of an offensive weapon and possession of a pointed or bladed article in a public place. He currently remains on police bail pending forensic analysis regarding drug driving.

- 6.23 Another example followed a male being stopped in a vehicle due to intelligence around drug driving. A stop and search recovered a quantity of cannabis and a lock knife. The male was arrested, and his vehicle seized. He remains on police bail for drug driving, drug possession, possession of an offensive weapon, no insurance, and no driving licence.

7. SUB-OBJECTIVE 5: PROVIDING OFFICERS WITH THE RIGHT TOOLS AND TECHNOLOGY SO THEY CAN CARRY OUT THEIR DUTY

- 7.1 All front-line officers and Police Community Support Officers (PCSO) have a Samsung XCover 6 Pro mobile telephone, which is provisioned with key applications allowing the phone to become a Mobile Data Terminal enabling staff to work away from police buildings, increasing flexibility and visibility.
- 7.2 Non frontline staff have also been issued with a Samsung A53 where one is required for their specific role and provisioned in the same manner.
- 7.3 Over the last year an extra 800 laptops have been issued to all response officers, students, and the majority of roles within our Safer Neighbourhood Teams. This has proven to be a significant enhancement to staff where they need a bigger display and standard keyboard functionality eg writing detailed statements or viewing of drone footage. Specific laptop vehicle chargers have also been supplied to marked police cars.
- 7.4 The Rural Crime Team have access to a 5G router which can provide laptop connectivity in some of the most rural parts of Derbyshire.
- 7.5 Most recently the Roads Policing Team have also been issued with laptops which enables them to complete remote working by utilising police or partner buildings closer to where they are patrolling.

- 7.6 Within our Operational Support Department, we now have the capability to deploy an off-road bike team, currently consisting of four bikes and five trained riders. Adopting a problem-solving approach to nuisance bikes, our SNT and partners work together to understand the issues and then request support from the off-road bike team within a defined area.
- 7.7 An example of some recent good work involving the team took place in July 2023. After conducting successful patrols, the off-road bike team were made aware of incidents involving motorbikes causing problems in Derby City Centre. The team found an electric motorcycle, with the rider wearing a balaclava. The rider made off onto rough terrain but was quickly detained and the motorcycle recovered. Following a social media appeal, a member of the public contacted the police having seen a tweet. It was their motorcycle, which had been stolen during a robbery and it was only after seeing the tweet that they built up the courage to report the offence. The investigation is ongoing.
- 7.8 The force currently has 28 drone pilots trained with two full time staff. We have 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 1359 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.
- 7.9 The support of drones supports our response to various incidents, including those involving missing people, armed deployments, and large public events such as Y-Not and football matches.
- 7.10 With regards to technological improvements, the force has implemented a software design wide area network (SDWAN). This has improved connectivity speed and security between local sites and allows direct internet access. It has also provided revenue cost savings for the force.
- 7.11 There has been a lot of work to support our App Development. Some of these areas include:
- Integrity Reviews – annual Integrity Review App, which automates significant vetting processes

- PPS – Pay Progression Standard App, which automates HR processes
- Student Records App to manage and track student officer training and progress
- Trauma Tracker App, to track and manage officers and staff involved in traumatic incidents and provide support or further assistance.
- An automated HR extract for Occupational Health App
- Personal Development Review (PDR) App, to schedule, manage and track reviews for all staff.

7.12 The development of apps help streamline our internal processes, allowing the force to monitor performance, progress, and wellbeing.

7.13 It is also important to note that the development of apps and mobile technology allows our officers and staff to remain more visible in communities. Examples being:

- Safer Neighbourhood Team Abstractions App which allows the force to monitor abstraction of SNT officers
- SNT Engagement App to provide SNT officers the ability to track meetings and engagements with community groups
- Hot Debrief App to promote front line officers to submit organisational learning through an app to the Force Improvement Team (FIT)

7.14 When faulty equipment is returned to Information Services, officers and staff must either wait at Force Headquarters (FHQ) for a replacement or use a pool device until the replacement is ready, thereby positively impacting on operational effectiveness.

7.15 To effectively combat this delay, we are introducing a new locker system, which will see lockers placed around police stations in Derbyshire, allowing officers to drop off and collect key pieces of equipment. This locker system will be used for items such as:

- Body worn video
- Airwave terminals

- Laptops
 - Airwave earpieces/headsets/chargers
- 7.16 The aim is to achieve a significant reduction in lost time, negating the need for operational officers to travel to FHQ and providing a 24/7 provision as opposed to relying on an office hours appointment system.
- 7.17 The Law Enforcement Data Service (LEDS) Programme will incrementally replace the existing Police National Computer (PNC), which is running on old technology, with LEDs. Enhancing the ability of law enforcement to protect the public, the first five capabilities have been made available. Derbyshire are one of 17 forces that are live with all five currently available LEDS products, namely: Property, Drivers, Audit, Vehicles, and photos at roadside (PARS), following the successful go live of vehicles on 14 June 2023.
- 7.18 The force has also received an additional £32,500 grant payment in recognition of the work undertaken to adopt LEDS audit and ServiceNow; modules additional to the grant funding annual payment.
- 7.19 The force is currently scoping plans around how to approach scaling up of LEDS delivery, taking into account options such as automated access provisioning and the facilitation of digital training verses class based.
- 7.20 The national Emergency Services Mobile Communications Programme which will replace the existing Airwaves communication system, has been delayed, with commercial negotiation still ongoing to reconfirm the suppliers for the procurement lots. The regional teams around the country have been stood down and local teams are now monitoring process. In the meantime, further Airwave devices will be purchased to ensure ongoing supply to Derbyshire officers.
- 8. SUB-OBJECTIVE 6: IMPROVING THE 101 AND 999 SERVICES BUT ALSO DIGITAL AND SOCIAL MEDIA ENGAGEMENT**
- 8.1 The Public Contact Improvement Programme (PCIP) is continuing with the implementation of a new model. Within that model there has been the introduction of Performance Managers to assist with monitoring performance across the Control Room and ensuring the service provided is in line with service level

agreements. There has been an increase in establishment at supervisor level, providing increased capacity to support operators. In addition, the introduction of dedicated functions such as Training and Recruitment and Resource Planning reduces the abstraction of operators, therefore providing more capacity to service demand.

- 8.2 The PCIP has overseen enhancements to Single Online Home such as the Foreign Force Request offering and including more diverse categories for easier public reporting in the Contact Us facility.
- 8.3 Under PCIP, there is a communications workstream, which includes a public education piece, advising what the police will deal with, what partners deal with, the channels of contact and the most appropriate channel for the circumstances. There is also additional work ongoing with partners to reduce unnecessary demand.
- 8.4 The estimated capital investment into PCIP is just under £4 million, with ongoing revenue costs for the next ten years estimated at just over £1.1 million per year. This will see enhanced technology, increased staffing, and buildings upgrades.
- 8.5 With regards to digital and social media, the new operating model implements a dedicated digital contact function with a view to expanding as the force shifts demand to digital contact channels to meet internal and societal needs. This work supports our SNTs, allowing our officers and staff to maximise use of social media to contact the public. It is also directly linked to our engagement standards for SNT, which sets out standards regarding social media engagement.
- 8.6 The force has recently invested in a Social Media Management Tool called Orlo to provide a unified platform to administering social media accounts across the force. This will also provide management information which we do not currently have, and a robust management platform for all social media contact. Following the implementation of Orlo, in August/September 2022, there has been 9,797 published posts from SNT accounts on both Facebook and Twitter with a total of 57.5k messages (private messages, mentions and public comments).

8.7 999 call data over the last four years to date

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 - Oct 2023	115,687	6	91%	0.48%

8.8 The number of 999 calls received have been higher over the last two years, compared to the previous years. For 2022/23, the number of calls answered within 10 seconds has risen to 88% from 70% in 2021/22, and from April to October 2023 the average is at 91%. The abandonment rates have been less than 1% of calls for the past 4 years; the highest level was in 2019/20 at 0.9% and since then it has been between 0.6% and 0.7%.

8.9 101 Call data in the past 12 months – Control works and triage

Table: Triage and switchboard

Period (April – March)	Total number of calls recorded	Avg. 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 - Oct 2023	77,773	110	47%	15.79%

Table: Control Works - 101 Calls

Period (April – March)	Total number of calls recorded	Avg. 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 - Oct 2023	133,543	251	37%	17.50%

- 8.10 The Interactive Voice Recognition (IVR) telephony system was launched on the 6th December 2022, which supports the 101 functionality. This system allows service users to direct their call from the outset to the intended department, staff member or officer without having to wait for their call to be answered by an operator. This IT solution further supports the improvement of the 101 Service Level Agreement (SLA) whilst improving the service to the public. This is monitored via dashboards which will have the functionality to export effectively into Microsoft Power BI (Business Intelligence), to enable an effective monitoring process and continuous evaluation.
- 8.11 A triage service was introduced in December 2021 for calls to be assessed and processed more quickly, and those requiring complex action to be transferred to 101 call handlers.
- 8.12 The triage system was replaced by a switchboard in September 2023 so the number of 101 calls dealt with via Triage / switchboard has decreased over the past month.
- 8.13 64% of calls received through Triage were answered within 60 seconds during 2022-23; this has dropped to 47% on average from April to October 2023.

- 8.14 The 60 second SLA for Control Works has increased to 31% for the period 2022-2023, compared to 23% in the 12 months prior to this. Between April and October 2023, this increased to 37%.
- 8.15 Control Works abandonment rates of 101 calls have reduced to 20.3% in 2022-2023, compared to over 28% in 2021-2022. This has fallen to 17.5% between the months of April – October 2023.
- 8.16 For triage/switchboard, the abandonment rate was at its highest between April and October 2023 at 15.79%, compared to 5.96% in 2022-2023.
- 8.17 The force is looking closely into abandonment rate as part of PCIP. Whilst we cannot put it down to one reason, we are reviewing the changes that have recently been made through IVR and seeking ways to establish improvement to reduce our abandonment rate. This is not something that is unique to Derbyshire and we are working with our colleagues in other forces to support best practice.
- 8.18 An Incident Management Team (IMT) has been established which supports the management of open incidents by offering a prompt remote response to the public. The team review incidents where the victim or informant is safe and able to communicate remotely via telephone. Since May 2023, the team of eight constables have reviewed on average 529 incidents each month, with 63% of the incidents reviewed in August 2023 resolved by the team.
- 8.19 The Crime Resolution Investigation Management Team (CRIMt) has been in place since January 2022. The team aims to resolve crime without the need for it to be allocated to divisional officers. This approach improves the quality of the initial response and investigation, and reduced demand on frontline response officers by reducing the number of crimes allocated to them for investigation. The team resolve approximately 25% of all recorded crime, with this figure remaining static throughout 2023. Demand pressures throughout June and July observed this fall to 20%, but this still remains a high portion of recorded crime in Derbyshire.

9. SUB-OBJECTIVE 7: AN EFFECTIVE ENGAGEMENT AND COMMUNICATION STRATEGY TO MAKE SURE LOCAL COMMUNITIES ARE LISTENED TO AND PRIORITY IS GIVEN TO THE CRIMES THEY ARE MOST WORRIED ABOUT

- 9.1 The Safer Neighbourhood minimum standards for engagement are now well embedded within SNTs. These standards are very much in line with the Police and Crime Commissioner's Neighbourhood Policing Charter which sets out how our policing teams will engage with residents, groups, and key stakeholders. Both initiatives are designed to improve the standards, frequency, and effectiveness of communication with our communities.
- 9.2 The minimum standards include directions around the use of Derbyshire Alert as a quick method of updating communities as well as seeking feedback on local issues through Derbyshire Talking Surveys. The standards and charter set out the expectation to have regular contact with Neighbourhood Watch, Farm Watch and Community Speed-watch co-ordinators. They also place an emphasis on police attending local meetings and community groups to feedback on police activity that has taken place to tackle local crime, ASB or community safety issues.
- 9.3 In January 2023, a new Neighbourhood Engagement App was launched to effectively capture what engagement was taking place in neighbourhoods. This shows that on average, over 500 face to face engagement activities or events are taking place each month across the force.
- 9.4 Engagement data (including from the app, social media, and Derbyshire Alert) are discussed at the Neighbourhood Engagement Group meeting where PCSO supervisors update on their local activity, discuss any gaps in delivery and are set tasks relating to events and campaigns.
- 9.5 Engagement performance is also monitored at the Neighbourhood Policing Board, with exception reporting also reported through to the Responsive and Visible Policing Board.
- 9.6 A focus for all SNTs is to identify seldom heard communities along with areas where trust and confidence in policing needs to be prioritised for improvement. Each LPU (Local Policing Unit) has recently refreshed their neighbourhood profile(s) to clearly articulate where the issues are and set an engagement plan to tackle any identified concerns. Local knowledge, engagement data, demographic

information and survey returns are all utilised to inform the local engagement strategy.

- 9.7 Between 1st June and 31st August 2023 there have been 344 engagements recorded with young people. A further 205 with the elderly community, 76 with individuals/groups with disabilities, 21 with homeless communities, 21 with LGBTQ+ communities, 21 with Black communities, 14 with refugee or asylum seekers, 10 with Muslim communities, 9 Eastern European, 7 with traveller communities, 6 South Asian, 3 East Asian, 3 Sikh, 1 Hindu and 1 Jewish engagement.
- 9.8 The public can contact the police via phone, website, email, social media, and Derbyshire Alert; however, we recognise that having a local footprint in the community is crucial to public confidence.
- 9.9 Each Safer Neighbourhood Team is expected to liaise with partners and the community before setting quarterly local priorities to tackle the key issues the community is experiencing. A new process has been implemented to ensure these priorities are effectively captured and updated on the Derbyshire Police Website by the comms and engagement team at the earliest opportunity.
- 9.10 A recent check of all 95 SNAs (in August 2023) showed that every single beat area had set new local priorities within the last 3 months.
- 9.11 Problem Solving is one of the best evidenced policing strategies, shown to reduce crime, ASB, and demand. Training has been rolled out to nearly 3,000 police officers and staff as well as partners, highlighting the SARA (Scanning, Analysis, Response, Assessment) approach to this methodology.
- 9.12 Safer Neighbourhood Teams have adopted this methodology to tackle repeat and persistent issues within neighbourhoods. The problem-solving sergeants provide a monthly performance report and highlight locations that would benefit from a problem-solving approach. The sergeants have also delivered numerous bespoke training inputs to SNTs based on the real issues they are facing at the time.
- 9.13 Since February 2023, Derbyshire Constabulary have been evaluating and recording closure codes on all Problem Management Plans (PMPs). This shows that 38 PMPs have been closed as outcome 1 – clear, sustained reduction linked

to problem solving responses. 3 PMPs have been closed as outcome 2 – clear, sustained reduction not attributable to problem solving responses and 1 PMP (Problem Management Plan) has been closed as outcome 1 – other agency dealing/taking ownership.

9.14 Another way that Safer Neighbourhood Teams are pro-actively dealing with repeat demand and perpetrators is using ASB tools and powers. Working in partnership with local authorities and other community safety partners, the following tools/powers were used across Derbyshire in 2022/23:

- 4 CBO (Criminal Behaviour Orders) applications
- 14 ASB Civil Injunctions (including 6 interim)
- 409 Community Protection Notice Warnings
- 87 Community Protection Notices
- 89 Acceptable Behaviour Contracts (ABCs)
- 5 New Public Space Protection Orders issued
- 36 penalties issued for failure to comply with a PSPO
- 7 Closure applications with 2 prosecutions for Closure breaches.

9.15 An example of the effective use of a CBO can be seen in the successful application by Derby North safer neighbourhood officers for a persistent beggar in Derby city centre. This persistent offender was regularly being dispersed (often without effect) from the city centre. This was taking up a significant amount of officer time and generating numerous complaints from businesses and partners regarding the individual's behaviour. The CBO was submitted on the back of a breach of dispersal and several begging offences. Since the CBO was granted, the individual has not entered the area as defined by the CBO map. This is a hugely positive step in restoring the City Centre and providing reassurance to the business community.

10. SUB-OBJECTIVE 8: CREATING GREATER PUBLIC CONFIDENCE IN THE POLICE AND AN INCREASE IN THE REPORTING OF CRIME AND ISSUES OF CONCERN

- 10.1 Public confidence in the police is crucial to maintaining law and order. We recognise that recent national and local events have had an impact on public confidence, therefore we have prioritised work to understand the communities concerns and improve confidence in the police. The force regularly seeks feedback from the public and partners around what is working well and what requires improvement. We conduct local surveys, hold scrutiny panels, and arrange Independent Advisory Group (IAG) meetings for a range of areas including hate crime, stop search, use of force, taser and ASB.
- 10.2 Our website gives members of the public opportunity to thank the force for good work carried out. Each month we internally showcase the numerous letters and emails of thanks we get from members of the public who write to praise the service our police officers and police staff have provided.
- 10.3 If the public are not happy with a service, our website has clear details of how to make a complaint. We have a range of options to deal with complaints, dependent on the severity. Officer, departmental and organisation learning is always a key consideration within the process.
- 10.4 The StreetSafe reporting facility features on the home page of the force website, to encourage the public to report their concerns. The reports are anonymous. The data is shared with our Local Policing Unit Inspectors and partners so that we can jointly address concerns that have been raised by the public. We continue to receive a steady number of reports, which have supported in areas such as our patrol strategy within Derby City Centre as part of our work against Violence Against Women and Girls (VAWG).
- 10.5 A variety of national reporting mechanisms also support the work of the police. These include Action Fraud, Crimestoppers, the Anti-Terrorist Hotline and as mentioned above, StreetSafe. We work with these organisations and use partnership data to build a holistic picture of the issues in each neighbourhood. We use police data, local officer insights and evidence-based policing ideas to support bids through the national Safer Streets Fund.

- 10.6 A new form has been launched on the force website, proving the ability for members of the public to report the offence of spiking online. This area also provides important advice and actions to take.
- 10.7 The force is running several campaigns this year, with targeted activity for our communities to engage and raise awareness. These include a Roads Policing 'Just a second' campaign, to reduce deaths on Derbyshire's roads, a fraud campaign with a memorable puppet called Claude – who has already prevented one person from becoming a victim having seen the video, and a One Punch campaign to increase awareness of the consequences that a single punch can have.
- 10.8 A number of events and weeks of action are being run throughout the year, including Rural Crime week, Cyber Fraud awareness week and a national vulnerable road users' week.
- 10.9 We actively promote to the public the good work being carried out by officers and staff in the force – from arrests being made, to recognising bravery through award ceremonies.
- 10.10 More than 4,500 people completed the national social media survey for Derbyshire, with the results being used to shape the way we communicate with local communities through our various social media platforms.
- 10.11 As a force we link into national steering groups for areas such as the Police Race Action Plan (PRAP) and Violence against Women and Girls (VAWG). This ensures that we are working to national guidelines and supporting our communities with the latest information, action, and advice.
- 10.12 Officers and staff within our SNTs continue to apply the minimum standards of engagement which set out our approach to engagement within Derbyshire. This ranges from the use of Derbyshire Alert, social media, newsletters, and face to face meetings. Through conducting local surveys, we are able to understand local concerns and set quarterly priorities, allowing our SNTs the time to respond to the key issues that are affecting their communities.

11. SUB-OBJECTIVE 9: EFFECTIVE POLICING TO RECOGNISE VULNERABILITY AND DEAL WITH IT APPROPRIATELY

- 11.1 The Strategic Vulnerability Board, chaired by the Assistant Chief Constable, provides leadership, and drives the performance and continued improvements of the force's response to vulnerability.
- 11.2 Vulnerability is identified in a number of ways, but most frequently by front line staff having the ability and understanding to not only recognise vulnerability, but to accurately record it and make appropriate referrals.
- 11.3 The force continues to use the Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) assessment model to support officers in recognising vulnerability. THRIVE is applied to all incidents and various points throughout investigations. THRIVE is very much an embedded model within the force. Regular quality assurance is conducted to ensure staff compliance and to continue to drive improvements.
- 11.4 The force has established processes for recording vulnerability concerns, through the submission of Public Protection Notices (PPNs) which are assessed by the Force Safeguarding Coordination Hub (SCH) for appropriate action.
- 11.5 To improve the sharing of information with partners Derbyshire Constabulary created the Safeguarding Coordination Hub (SCH) in May 2022. This saw resources being realigned from Neighbourhood Safeguarding Teams (NSTs) and the Risk and Referral Unit (RRU). It had been highlighted with the 2021 Child Protection Inspection conducted by His Majesty's Inspectorate of Constabularies and Fire Rescue Services (HMICFRS) that the force had an inconsistent approach to sharing information with partner agencies and processes added to duplication. The introduction of the SCH has eradicated inefficiencies and has professionalised how the force shares and receives information in a timely and risk-based manner. The Constabulary was reinspected in 2022 and although the changes were new, the Inspectorate recorded this as a positive change for the organisation.
- 11.6 The force has developed a vulnerability training programme, which consists of seven modules. To date, 1,345 staff have received module 1 training (safeguarding) 1,155 staff have received module 2 training (child protection), 1,271 staff received module 3 (domestic abuse) and 1,072 received module 4 (stalking

and harassment). The remaining module 5 (missing and exploitation), module 6 (sexting and indecent images of children), and module 7 (vulnerable adults) are due to conclude in March 2024. All material is placed within the force's internal intranet 'Learning Hub' and is accessible for all to refer to as an when required.

- 11.7 Since the introduction of the training there has been a rise in PPNs being submitted. This is a positive step forward and indicates that the training is increasing officers' awareness of safeguarding.
- 11.8 In November 2021, the force created the Domestic Abuse Review Team (DART) to carry out secondary reviews on all Domestic Abuse, Stalking and 'Honour' based Violence (DASH (Domestic Abuse, Stalking and Harassment)) Public Protection Notices (PPNs) risk assessments. The purpose of the secondary review is to ensure the correct level of risk is identified so the most appropriate resource can be assigned. The team research previous incidents and information to obtain a greater understanding of accumulative risk so assessments can identify factors which may increase the risk of Domestic Homicide or Serious Harm to victims. Taking the responsibility of this into a central function has seen a reduction in the workload of frontline supervisors, allowing them time to drive investigations.
- 11.9 The force has improved its response to missing persons and exploitation investigations with a dedicated team which now coordinates the force's response. Working practice is now 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, now recognising the different indicators between CSE and CCE.
- 11.10 The Philomena Protocol which is a national scheme encouraging agencies, carers, guardians, family, and friends to record vital information which is used in the event of a vulnerable young person going missing. The embedded protocol focusses on close working the care homes, to set preventative and response plans in the event of a missing report. This ensures that up to date and accessible information is available to frontline officers, to ensure they have the relevant information to inform their decision making.
- 11.11 Since implementation, the force has seen an overall 12% reduction of repeat missing persons, and a 48% reduction in children missing from care. Also, the

identification of 24 additional county lines, with 12 disrupted and significantly thwarting those remaining, resulting in over 50 arrests, 24 children safeguarded, 20 offenders remanded to court and the seizure of large-scale drugs to the value of £250,000.

- 11.12 Information regarding children who are exploited is shared with local officers via intelligence briefings to ensure they are fully sighted on the vulnerabilities of these children.
- 11.13 Following a review of the force's operating model, a new structure was formed, a Crime and Intelligence Directorate. This has seen the creation of a dedicated teams to improve our response to vulnerability. Further details can be seen in the section below.

12. SUB-OBJECTIVE 10: COMMITTING TO DELIVER A DERBYSHIRE SPECIFIC VIOLENCE AGAINST WOMEN AND GIRLS STRATEGY

- 12.1 Derbyshire has developed a Violence against Women and Girls (VAWG) action plan, looking to increase trust and confidence, relentlessly pursue perpetrators and create safer spaces for women and girls to go about their daily lives. The VAWG Action Plan is led by a Detective Superintendent who chairs monthly meetings to ensure the effective coordination of activity across the whole force. Internal scrutiny and Executive oversight are provided by the Assistant Chief Constable (Crime) through the Vulnerability Board.
- 12.2 Violence against Women and Girls remains a priority within both the force and the partnership arrangements. The internal force Action Plan and the partnership Delivery Plan are well established with much progress evident in both.
- 12.3 Within the new Crime and Intelligence Directorate, there are dedicated units as below:
- RASSO – Rape and Serious Sexual Offences
 - High Risk Domestic Abuse
 - Domestic Abuse Review Team – A team providing enhanced risk assessment to all cases of domestic abuse
 - Repeat and Serial Offender Team – A team dedicated to the relentless

pursuit of the most harmful offenders

- Civil Orders Team – A team to help with the application and ongoing monitoring of protective orders, this team includes the stalking coordinator
- Child Investigation Team
- Protecting Children Online Team
- Missing Persons Team
- Child Exploitation Team
- Adult Exploitation Team
- Safeguarding Coordination Hub – dealing with all the safeguarding referrals for both adults and children and ensuring information is shared appropriately and timely.

12.4 The purpose of the change in operating model, which saw the inclusion of the above to improve 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.

12.5 The force has commenced implementation of the new national operating model for rape and serious sexual offences. The model named Operation (Op) Soteria Bluestone, has been piloted in several forces already with notable success evidenced nationally.

12.6 The embedding of the Op Soteria model will be a large part of the force's focus in respect of VAWG over the next 12 months. Having had dedicated rape (RASSO) teams in place since January 2023, the force has been seen as an early adopter of the new model.

12.7 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 9.6% in June 2023 for an overall increase of 2.4 % in the last 12 months. Whilst an increase is positive, there is more work to be done. All RASSO investigators will see a significant change moving forward with the implementation of the new RASSO National Operating Model (Op Soteria Bluestone). This will mean that Rape investigations will be suspect focused, victim centred, and context led. Notably some of the recommendations coming out of the National Operating Model are already in place within Derbyshire.

- 12.8 Although positive outcomes are a way of understanding force performance, this should not replace the victim's wishes. It has been recognised nationally that approximately 40% of victims do not want a criminal justice outcome but felt a duty to inform the police to safeguard other women. The force recognises this and has adopted processes to record the victim's view and consider what is best for individual victims. A focus on the victim experience is essential if the force is to improve the trust and confidence of the public.
- 12.9 The VAWG Partnership Board continues to make good progress in line with the Violence Against Women and Girls strategy, aligned to the four areas of the delivery plan: Understand violence against women and girls, prioritising prevention, supporting victims, pursuing perpetrators, and reducing reoffending.

13. CONCLUSION

- 13.1 Derbyshire Constabulary are working with our communities and partners to maximise opportunities of safeguarding, prevention, and engagement. Problem Solving remains a strong ethos that is embedded in the work of our officers and staff, maximising our opportunities to provide the best service we can to victims.
- 13.2 The continued work to improve our approach to first point of contact is evident through the work surrounding our force control room and MAA policy. All areas that support us providing a strong service to our public.
- 13.3 Derbyshire Constabulary are committed to providing a strong neighbourhood presence, tackling, and preventing community crime which is demonstrated through the continued value placed on the investment Derbyshire make towards neighbourhood crime and ASB.
- 13.4 Through streamlining processes and providing up to date technology to our officers and staff we are increasing visibility on the streets, saving officer time, and reacting to incidents in a more efficient manner, through the deployment of drones and off-road bike capability.
- 13.5 Protecting the vulnerable from harm is a key priority and centralising our approach to missing persons has shown improvement in the number of missing episodes that are reported, particularly with looked after children.