

# PERFORMANCE SCRUTINY MEETING

## AGENDA

|                         |  |
|-------------------------|--|
| <b>DATE OF MEETING</b>  | 11 JULY 2023   |
| <b>TITLE OF MEETING</b> | THE COMMISSIONER'S POLICE & CRIME PLAN<br>2021-2025 - PRIORITY 5: VICTIM SUPPORT AND<br>SAFEGUARDING   |
| <b>TIME OF MEETING</b>  | 1:30 PM  |
| <b>LOCATION</b>         | VIRTUAL  |
| <b>CONTACT</b>          | OFFICE OF THE POLICE & CRIME COMMISSIONER<br>FOR DERBYSHIRE<br>0300 122 6000   |
| <b>DISTRIBUTION</b>     | POLICE & CRIME COMMISSIONER<br>DEPUTY POLICE & CRIME COMMISSIONER<br>CHIEF CONSTABLE<br>DEPUTY CHIEF CONSTABLE<br>ASSISTANT CHIEF CONSTABLES<br>ASSISTANT CHIEF OFFICER (RESOURCES)<br>HEAD OF CORPORATE SERVICES<br>OPCC CHIEF OPERATING OFFICER<br>OPCC HEADS OF DEPTS<br>OPCC COMMUNICATIONS<br>OPCC PERFORMANCE & DATA ANALYST |

| <b>AGENDA<br/>ITEM</b> | <b>SUBJECT</b>  |
|------------------------|---|
| 1.                     | INTRODUCTIONS   |
| 2.                     | ANNOUNCEMENTS FROM THE COMMISSIONER   |
| 3.                     | ANNOUNCEMENTS FROM THE CHIEF CONSTABLE  |
| 4.                     | THE COMMISSIONER'S POLICE & CRIME PLAN<br>2021-2025 - PRIORITY 5: VICTIM SUPPORT AND<br>SAFEGUARDING<br>REPORT FROM THE CHIEF CONSTABLE |
| 5.                     | PUBLIC QUESTIONS ON VICTIM SUPPORT AND<br>SAFEGUARDING  |



**Derbyshire  
Police and Crime  
Commissioner**

Protecting Communities,  
Fighting Crime



AGENDA ITEM

**4**

# PERFORMANCE SCRUTINY MEETING

|                     |  |
|---------------------|--|
| <b>REPORT TITLE</b> | THE COMMISSIONER'S POLICE AND CRIME PLAN 2021-2025 - PRIORITY 5: VICTIM SUPPORT AND SAFEGUARDING |
| <b>REPORT BY</b>    | CHIEF CONSTABLE  |
| <b>DATE</b>         | 11 JULY 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 Priority 5: Victim Support and Safeguarding.

## 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             |
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**1. OVERVIEW OF THE STRATEGIC PRIORITY**

- 1.1. Derbyshire Constabulary has an embedded governance structure to ensure accountability and oversight of Victim Support and Safeguarding. This is via the force's internal Strategic Vulnerability Board, Strategic Fighting Crime Board and Service to the Public Boards, chaired by an Assistant Chief Constable.
- 1.2. Several workstreams have been delivered to ensure that Derbyshire Constabulary has strengthened its position to support and safeguard the vulnerable. This includes making significant progress in response to the force's Child Protection Inspection and PEEL Inspections, which relate to Victims and Safeguarding.
- 1.3. A Strategic Improving Investigations Board has been established, which focuses on improving confidence and capability to deliver quality investigations. To achieve this the Board is focused on improving the identification of vulnerability, delivering focused and proportionate investigations, effective suspect management, excellent victim care and better positive outcomes for victims. A delivery plan has been formed supported by a tactical board that drives progress of key workstreams.
- 1.4. Over the past 12 months the force has continued to work with regional and national teams in preparation for the Victims Bill. To monitor this moving forward a set of metrics is being developed to provide assurance that processes continue to support victims in line with the Victims Bill and changes are working effectively.
- 1.5. The Domestic Abuse Act 2021 changed the status of children in domestic abuse incidents, to recognise them as victims if adversely impacted. In response, this requires appropriate support services to be available to children, this is a right under the Victims' Code and the force is working with partner agencies to understand the true impact of this change.
- 1.6. As part of this, working with partners, the force has focused on improving its information sharing with agencies, revising new processes with local authorities for referrals concerning the adverse impact on children residing within a domestic abuse environment.

- 1.7. Work is underway in collaboration with Children's Services and the Office of the Police and Crime Commissioner (OPCC) to review the services available to children identified as victims under the new Domestic Abuse Act 2021.
- 1.8. A strategic priority has been focused on the introduction of the National Victim Notification Scheme which ensures probation and witness care can work together to quickly update victims of serious crimes on changes to the offender status, for example, released early on licence. These plans have been designed outlining the processes and workflows, with a go live date awaited from local probation office.
- 1.9. The force continues to focus on the Serious Violence Duty, which has been introduced as part of the Police, Crime, Sentencing and Courts Bill. This places a duty on several specified authorities including Police to prevent and reduce Serious Violence.

## **2. SUMMARY OF ACHIEVEMENTS IN THE PAST 12 MONTHS**

- 2.1. The following has been achieved in the past 12 months:
  - Continued roll out of the force Vulnerability Training Programme, which consists of seven modules spanning topics such as safeguarding, child protection, domestic abuse, stalking, rape, and serious sexual offences (RASSO), missing and exploitation, sexting and indecent images of children and vulnerable adults. To date, 1,345 staff have received module 1 training (Safeguarding) and 1,155 staff have received module 2 training (Child Protection). Module 3 (Domestic Abuse) commenced on 6 April 2023 and is due to be concluded on 8 June 2023.
  - Implemented a new force operating model, restructuring several crime functions under a single Crime Directorate. Within this, the force has realigned resources in accordance with demand. This has seen an uplift in investigative capability, which includes investing in vulnerability demand and formations of high-risk domestic abuse, RASSO, missing persons, and serial and repeat functions.
  - The development of the force's approach to quality assurance, developing a Quality Assurance Thematic Testing (QATT) framework which provides

qualitative insights on performance across victim care, investigation strategies, suspect management, and supervisory oversight.

- The formation of an Operational Victims Board which is underpinned by a Force Improvement Plan for victims, which is jointly chaired by the OPCC.
- In 2023 the force commenced a Strategic Victims Board with a new Victims and Witness Policy and Strategy, this links to the Operational Board.
- A nationally funded Special Measures Advocate commenced work within Witness Care in March 2023 and will provide a focus on improving victims, with access to Special Measures.
- The force created new material explaining the Victims' Code of Practice for both victims and frontline officers and staff, together with refreshing guidance on Victim Needs Assessments and Victim Personal Statements.
- The force and OPCC jointly introduced a system giving all victims of crime immediate referrals to victim services and enables information on these services to be automatically emailed to victims to support increased self-referrals.
- Formation of a Serious Violence Board, represented by partners, as part of the wider Safer Communities arrangement. This is chaired by Public Health with an Assistant Chief Constable as Vice Chair. Funding has been allocated by the Home Office to the Police and Crime Commissioner. The Commissioner has agreed to the model of a 'Mini Violence Reduction Unit' to progress work with partners to reduce Serious Violence.

**3. SUB-OBJECTIVE 1: ALL VICTIMS OF CRIME, REGARDLESS OF THE TYPE OF CRIME AND LOCATION, BEING TREATED FAIRLY AND TO RECEIVE APPROPRIATE SUPPORT FROM THE FORCE**

- 3.1. The force is committed to delivering a consistently good service to all victims of crime, regardless of the crime type and location. Consistency in how victims are treated and updated is central to this and as such a key priority has been embedding the Victims' Code of Practice (VCOP). Training has now been delivered to all frontline officers which has focused on the needs of victims, VCOP,

support from victim services including the ‘opt out’ changes, how to refer domestic abuse and sexual victims, current victim satisfaction and the use of technology.

- 3.2. The national online learning package on the Victims’ Code has been made mandatory and completion is now monitored through appropriate governance boards to ensure all officers are fully up to date with the latest information.
- 3.3. As part of the Victims’ Code, Derbyshire moved to an ‘opt out’ system for victims of crime which are not related to sexual offences or domestic abuse related offences. For those victims within the ‘opt out’ system a referral is automatically made to Derbyshire Victim Services, who either contact through telephone, text, or letter to offer support in the short and long term. This is monitored through contract monitoring by the OPCC.
- 3.4. Victims of sexual and domestic abuse crimes are still required to consent for referral into victim services. The Victim Care Unit internally support this process and ensure victims are given the option of a single session of support where they have declined referral to Derbyshire Victim Services.
- 3.5. Victims of crime all receive contact in the form of an email with details of their rights under the Victims’ Code Of Practice and also details of support services and how to seek help and support.
- 3.6. The table below shows the referrals made to Derbyshire Victim Services.

|                                | 2019 - 2020 | 2020 – 2021 | 2021- 2022 | 2022 -2023 |
|--------------------------------|-------------|-------------|------------|------------|
| Declined Support               | 34,333      | 27,439      | 46,568     |            |
| Converted to Yes and referred  | 4779        | 3588        | 4618       |            |
| Accepted Support and Referred  | 8386        | 9814        | 18,105     |            |
| General Opt Out Auto Referrals |             |             |            | 48,695     |
| DA/Sexual Offences             |             |             |            | 12450      |
| Total Victims                  | 42,719      | 37,163      | 64,673     | 61,145     |

- 3.7. Surveys are undertaken with victims to monitor the satisfaction levels around support, action and contact alongside overall satisfaction levels, these are

monitored across the force but also down to specific areas to understand any areas of concern and address these.

- 3.8. The force has changed the processes for undertaking Victim Needs Assessment, to a mandatory process both at first point of contact if appropriate and for officers dealing with victims. The process provides a copy of the Needs Assessment to victims once completed. All officers have received information and briefings on what should be included and the reason for the assessment. The Needs Assessment works in conjunction with the tool Threat Harm Risk Investigation Vulnerability Engagement (THRiVE) and specifically targets the victim's needs. Undertaking a Victim Personal Statement is also a continual right under the Victims' Code and a new process for giving victims control of when and how they wish to undertake the process has been launched. All victims should be offered the opportunity to provide a Victim Personal Statement from the outset of a crime. Both of these processes are now monitored through the Governance Board.
- 3.9. The Victims' Code is monitored through a number of performance measures which are reported to the force's Service to the Public Governance Board, chaired by an Assistant Chief Constable. Whilst there are a number of surveys to allow victims to have their say on the level of service, we are also now recording complaints to the force based on the Victims' Code to understand the areas which the force could improve. This learning is reported to the Governance Board with resulting actions monitored through the Board. An operational group sits below this to review how we can improve and drive this work in all areas of the force.
- 3.10. The force has also volunteered to pilot the new national survey process and aim to improve the quality of national data to direct the work of victim strategies.
- 3.11. A Service Improvement Officer attends the National User Insight Group looking at victim surveys and feedback (customer insight). The group aims to discuss and progress an aligned approach, share ideas and best practice. Output from these meetings is being used to align our approach to the national changes around domestic abuse, stalking and harassment, best practice, and some consistency of approach between forces.
- 3.12. The force prioritises its response based on risk, threat, and vulnerability. Established risk assessment processes are used to aid consistency in decision



making. The THRiVE+ model is used to assess incidents at the first point of contact for the level of threat, harm, risk, and vulnerability and extends beyond that to our initial response and continued responsibilities, including investigations.

- 3.13. Staff within Contact Management have recently undergone further THRiVE+ training which now forms part of the rolling training schedule to ensure there is a constant refresh. The force control room is supported by a real time intelligence function, who provide information and intelligence to responders to ensure they have the best information available to them to make informed decisions and dynamic risk assessments when attending calls for service. This supports identifying repeat victims or serial perpetrators.
- 3.14. The force utilises additional risk assessment tools within safeguarding arenas, such as the Domestic Abuse, Stalking and Harassment (DASH) risk assessments for all domestic abuse incidents, as well as the Kent Internet Risk Assessment Tool (KIRAT) for assessing the level of risk posed to children, when responding to online child sexual offending.
- 3.15. The force has focused on improving the quality of its risk assessments to better safeguard victims of domestic abuse through the introduction of the Domestic Abuse Review Team (DART). The DART consists of dedicated officers who are enhanced risk assessed trained and who now undertake secondary risk assessments of all domestic incidents. This provides consistency and objectivity when undertaking such reviews and considers cumulative risk through research, as opposed to assessing incidents in isolation. Furthermore, such assessments are being undertaken within service level agreements, with unmet demand having been reviewed and progressed.
- 3.16. The force has focused on improving its information sharing with partner agencies, revising new processes with the local authorities, in respect of referrals concerning the adverse impact on children residing within a domestic abuse environment, as well as online child protection cases. This ensures information is shared at the earliest opportunity to ensure the focus is on safeguarding and better outcomes for children.
- 3.17. The force has established quality assurance measures, both in the Contact Management Centre in relation to its application of THRiVE+ as well as across

investigations through a newly formed Quality Assurance Thematic Testing framework (QATT), launched in April 2023, which includes the application of appropriate risk assessments as well as effective crime prevention and evidence preservation at the first point of contact.

- 3.18. The force has improved the way in which it captures an auditable record for the decision and reasons victims are withdrawing from an investigation. This is through the adoption of new workflows, which prompt data capture in this area, compliance is monitored by new data reporting and QATT analysis, which is being monitored through the force's Strategic Improving Investigations Board, which reports to Fighting Crime and Service to the Public Governance Boards.
- 3.19. When a victim wishes to withdraw from an investigation once within the court system, witness care work closely with victims to ensure they are supported and work with officers to clearly record the wishes of the victim.
- 3.20. Operation Hampshire is the force's response to instances where police officers and staff are victims of crime in the course of their duties. Areas of focus remain on improving awareness across the organisation regarding expectations. Some key areas of focus include keeping internal victims updated and ensuring statement taking is undertaken independently. Nationally Operation Hampshire has developed a training package to improve education and consistency. This is currently delivered to new recruits and new supervisors' course, with plans to present at the force's Training Commissioning Group for endorsement to roll out across the wider force.
- 3.21. Aligned with Operation Hampshire, crimes against staff and police officers are reported monthly within the criminal justice process to ensure the courts are aware of the case. This report is also used by the Police Federation and Staff Associations to ensure ongoing support is available for officers and staff throughout the life of the investigation.
- 3.22. An example of where Witness Care supported a victim, concerned an offence of ABH. This was understandably an incredibly traumatic experience for the victim but also for their partner who fortunately found them in their driveway. The first hearing was listed in November 2019 and the defendant entered a not guilty plea.

Due to the impact of the pandemic, the trial was significantly delayed and only went ahead two and a half years later after six adjournments at the Crown Court.

3.23. Throughout this time the Witness Care Officer had over 30 episodes of correspondence with the victim and their partner and remained a constant support to them over a 28-month period before their case got to trial in the Crown Court. The family sent the following in to Witness Care:

3.24. 'I just want to say thank you so much for all your help over the last 28 months. I know none of us got the opportunity to get what we wanted out of this but I honesty do not think we could have got through this without your wise calm and collected words. You have literally been there every step of the way with advice and just a person to rant too as well. We just want to express our thanks as we do not know how we would have gone through it without such a great person on the other end of the phone. Thank you so much.'

4. **SUB-OBJECTIVE 2: IMPROVING SUPPORT FOR, AND COMMUNICATION WITH, ALL VICTIMS OF CRIME – INCLUDING IMPROVEMENT TO 101 AND 999 SYSTEMS AND ONLINE CHANNELS**

4.1. All victims of crime should receive contact from the officer in the case every ten days as per guidance and protocols issued through the force to officers. This contact should be in a format as agreed with the victim and can be text message, phone call or letter. When an officer is off sick or abstracted from their duties, the Sergeant may choose to reallocate the crime dependent upon the nature and victim wishes. The Sergeant manages this process with their own team through workload checks.

4.2. Victims of crimes whose cases have been sent to the Magistrate's Court will receive contact from Witness Care two weeks prior to their first hearing, immaterial of whether this is for a guilty or not guilty plea. The victim remains with the same dedicated case worker throughout their journey and will be regularly contacted in line with Victims' Code of Practice and their own requirements until the case is sentenced/finalised at court. Victims are updated on the outcome of the court hearing by Witness Care if they are not present.

- 4.3. The force is in the process of securing funding for the development of a Victims' App, the business case is completed. The force held a market event to enable companies to showcase how they could respond to the brief of the Victims' App. The App will be significant for victims and so the force will be sharing details with the Home Office to support national best practice. The Victims' App will allow direct access and contact through a chat portal for those victims whose cases are within the court system.
- 4.4. The force has recently re-written the grading policy to ensure we have a process whereby we can measure the response times of police officers to all incidents. This has added a grade in to allow for appointments to be created for some priority incidents which can be dealt with by appointment. There is an option to use telephone or video calls for those appointments. A new Incident Management Team, consisting of one sergeant and eight officers, has been created and they will deal with all the Domestic Abuse Incidents within those appointments to ensure there are no delays in addressing risk.
- 4.5. The force is currently exploring the progression of a Crime Management Unit which is in the early stages. They will undertake the validation of crime recording with the aim of freeing up time for operators to ensure victims receive a call back when officers have not arrived.
- 4.6. Officers are deployed to all dwelling burglaries, on attendance officers will give crime prevention advice and complete a crime report. The completion of a crime report automatically refers the victim, to victim services who then contact the victim by phone to offer support and advice short and long term.
- 4.7. The force is working on a product known as Video Sign 101 to enable deaf victims of crime to engage directly with officers. We are also working with victim services to ensure they also can communicate with the deaf community.
- 4.8. A new operating model has been in place since 27 February 2023 which introduced Performance and Demand Managers to assist with monitoring performance across the Contact Management department and ensuring resources are moved to meet demand. There is also 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 prevent the need to abstract operators, therefore providing more capacity to service demand. There remain some operators who are committed to training given two large intakes last year. An increase in established operator numbers and removal of the vacancy gap has led to an ability to better service 999s leading to a continued improvement in that area, with the Service Level Agreement regularly being met.

- 4.9. The force has introduced a Most Appropriate Agency Policy which ensures the public get the right person for the right care rather than a police officer regardless of the issue. This has had the additional benefit of saving over a thousand hours per month of officer time and numerous hours of operator and dispatcher time within Contact Management.
- 4.10. The force in conjunction with partners has also introduced a Mental Health Triage car. This is formed of a police officer and a Community Psychiatric Nurse who deal with mental health incidents which would previously have been attended by a police officer. This results in better care for individuals. There is a long-term plan working with our partners for policing to move away from these incidents so they can be dealt with by the appropriate professionals.
- 4.11. The force is currently going through the tender process to replace the current incident management system 'ControlWorks', with an improved system which will better support policing needs.
- 4.12. There has also been approval as part of the new operating model to introduce an expanded dedicated digital contact function in line with societal trends and needs.
- 4.13. In December 2022, an Interactive Voice Recognition (IVR) system was introduced to divert some calls away from operators to the appropriate response. This has been reviewed and some changes are being made to ensure it meets the needs of the public.
- 4.14. The below table outlines 999 performance data for the past four years, specifically the number of calls, average ring time, calls answered in 10 secs, abandonment rate. Performance remains high when compared with other forces. The force is currently fifth nationally.

| <b>Period</b> | <b>Number of Calls</b> | <b>Average Ring Time</b> | <b>Calls answered in 10 seconds</b> | <b>Abandonment rate</b> |
|---------------|------------------------|--------------------------|-------------------------------------|-------------------------|
| 2019/20       | 152,944                | 8 seconds                | 103,633                             | 0.9%                    |
| 2020/21       | 138,575                | 6 seconds                | 102,695                             | 0.7%                    |
| 2021/22       | 167,358                | 7 seconds                | 124,510                             | 0.56%                   |
| 2022/23       | 173,607                | 7 seconds                | 147,409                             | 0.6%                    |

4.15. Below outlines 101 performance data for the past year, specifically detailing the number of calls, average ring time (triage and 101), calls answered in 60 seconds, and abandonment rate. The dip in performance in November is attributed to a move to a period of testing the Interactive Voice Recognition (IVR) system before launch.

| <b>Period</b> | <b>Number of calls</b> | <b>Average ring time Triage</b> | <b>Average ring time CW 101</b> | <b>Answered in 60 seconds %</b> | <b>Abandonment rate %</b> |
|---------------|------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------|
| Apr-22        | <b>21597</b>           | 0:00:39                         | 00:05:28                        | 59.50                           | 9.26                      |
| May-22        | <b>23098</b>           | 0:00:49                         | 00:06:15                        | 54.39                           | 10.23                     |
| Jun-22        | <b>22716</b>           | 0:01:21                         | 00:07:55                        | 45.71                           | 13.50                     |
| Jul-22        | <b>22593</b>           | 00:01:15                        | 00:08:47                        | 46.81                           | 14.29                     |
| Aug-22        | <b>22114</b>           | 00:01:37                        | 00:09:56                        | 41.78                           | 16.73                     |
| Sep-22        | <b>20905</b>           | 00:01:35                        | 00:08:29                        | 45.63                           | 13.87                     |
| Oct-22        | <b>21598</b>           | 00:01:20                        | 00:08:08                        | 46.55                           | 13.04                     |
| Nov-22        | <b>20621</b>           | 00:01:20                        | 00:14:50                        | 53.51                           | 9.45                      |
| Dec-22        | <b>12647</b>           | 00:00:53                        | 00:03:39                        | 53.84                           | 14.06                     |
| Jan-23        | <b>14888</b>           | 00:01:00                        | 00:02:49                        | 55.57                           | 11.15                     |
| Feb-23        | <b>15187</b>           | 00:00:59                        | 00:04:15                        | 49.90                           | 10.33                     |
| Mar-23        | <b>17266</b>           | 00:00:54                        | 00:03:26                        | 55.58                           | 8.95                      |

4.16. There remains a number of challenges in measuring 101 data due to three systems being used within force to answer calls. Options are being explored to overcome this.

**5. SUB-OBJECTIVE 3: COMMISSIONING APPROPRIATE TOP-QUALITY SERVICES TO SUPPORT THOSE WHO ARE VICTIMS OF CRIME AND HELP THEM TO COPE AND RECOVER**

- 5.1. The force works closely with Derbyshire Victim Services, the force attends regular contract monitoring meetings where any issues are dealt with swiftly. Victim Support Services are commissioned by the Police and Crime Commissioner, working in collaboration with the force to provide the best seamless support to victims.
- 5.2. Daily reports are run to review missing data sources and improve subsequent collection. This is a standing agenda item within the Service to the Public Governance Board to ensure the force has continual oversight and continues to improve in this area. The force is reviewing the use of technology to ensure this information is recorded without exception.
- 5.3. QATT is also being used to help check the quality of data being recorded by officers and inform improvement activity. The force now has a dedicated Governance Board (Service to the Public), which is bringing together the learning, emerging trends and undertaking horizon scanning. The Governance Board is supported by an Operational Board which is co-chaired with the OPCC for which there is a joint action plan and strategy for victims and witnesses. The force and OPCC victims leads meet regularly and review requirements to move the force forward.
- 5.4. The force is establishing a victim's voice group to assist in the development of the Victim's App. The Victims' App once launched will enable targeted surveys to be undertaken according to emerging threats and trends, whilst providing the ability for a live time review of the service they are receiving.
- 5.5. Victim champions have been identified who meet regularly to ensure supporting guidance is up to date and readily available across all areas. They use a dedicated Teams channel for discussion and sharing of best practice and new ideas. The new Derbyshire Victim Services website has been shared across the partnership network and has been made available via mobile data terminals for improved ease of access.

- 5.6. The force provides victims with information on how to self-refer to Derbyshire Victim Services in all victim letters and through the dedicated initial email explaining who they should contact and how.

**6. SUB-OBJECTIVE 4: JOINT WORK WITH POLICE AND PARTNERS TO PREVENT VIOLENCE AGAINST WOMEN AND GIRLS**

- 6.1. Derbyshire Constabulary continues to make progress in line with its Violence Against Women and Girls (VAWG) delivery plan, aligned to the national three pillars: Building Trust and Confidence, the Relentless Pursuit of Perpetrators and Safer Spaces. A tactical working group is well established and takes a leading role in coordinating activity.
- 6.2. Analytical capability is utilised to understand the nature and scale of VAWG and to identify threats, such as high harm perpetrators. This includes bespoke dashboards, problem profiles and use of tools such as the Essex Harm Index, which informs the identification of high harm cohorts for which the serial and repeat team focus upon. Collectively, this seeks to ensure cumulative risk is considered as opposed to incidents in isolation, as well as providing insight to the force and wider partnership on VAWG related offending across Derbyshire.
- 6.3. Preventative action spans across all three aforementioned pillars and the force is proactively engaged with statutory and non-statutory agencies. This ranges from educational inputs, joint operational activity, positive disruption, and enforcement, to meeting our statutory safeguarding responsibilities for early interventions. For example, Operation Keepsafe, a partnership test purchase operation, focusing on raising awareness of the risk factors and how to spot the signs of sexual and criminal exploitation across the hospitality sector which ran throughout January with success.
- 6.4. A clear focus is on improving the quality of investigations into VAWG offences. The Strategic Improving Investigations Board has been established, chaired by the Head of Crime, and is focused on improving the quality of investigations to achieve the best results for victims.



- 6.5. A noticeable update relates to Rape and Serious Sexual Offences (RASSO). In January 2023, the force established dedicated RASSO investigation teams. These functions are working closely with the Crown Prosecution Service, EMSOU Forensic Services and survivor support services, developing our approach to RASSO in line with national best practice under Operation Soteria. In respect of performance, the force is seeing a 44% increase in referrals to Crown Prosecution Service for early advice and is below the national average (346 days) taken to charge an offender, with performance currently at 234 days.
- 6.6. The force is regularly utilising available training material to inform VAWG related investigations. Key personnel attend appropriate training events, including those delivered through the College of Policing (for example Operation Modify: a digital spotlight on VAWG), as well as undertaking e-learning such as Operation Soteria Masterclasses, which is focused on improving the quality of investigations within RASSO offending. Feedback from such events is informing internal training provision, which is captured and driven through portfolio delivery plans.
- 6.7. One such area relates to the development of its vulnerability training programme, which consists of seven modules spanning topics such as safeguarding, child protection, domestic abuse, stalking, RASSO, missing and exploitation, sexting and indecent images of children and vulnerable adults. As highlighted, to date, 1,345 staff have received module 1 training (safeguarding) and 1,155 staff have received module 2 training (child protection). Module 3 (domestic abuse) commenced on 6 April 2023 and is due to be conclude on 8 June 2023.
- 6.8. Further detail in respect of VAWG progress will be provided at the next VAWG PSM in November.

7. **SUB-OBJECTIVE 5: A TARGETED AND SUSTAINED EFFORT BY THE POLICE AND PARTNERS TO TACKLE AND REDUCE KNIFE AND VIOLENT CRIME**

- 7.1. The force is committed to targeting and tackling knife and violent crime. The number of knife crime offences for the last four years is as follows. These figures are inclusive of any offences where the weapon has been recorded as sharp or

bladed, or where the offender is reported to have used a sharp instrument. The offences within this include violence with injury, robbery, violence without injury, rape and sexual offences and homicide: This includes possession of sharp instruments including knives but not offensive weapons, e.g. a baseball bat.

|         |     |
|---------|-----|
| 2019/20 | 888 |
| 2020/21 | 782 |
| 2021/22 | 822 |
| 2022/23 | 819 |

- 7.2. Derbyshire Constabulary have created the Board Game ‘Shattered’ which has been rolled out throughout schools in the County. The local SNT are responsible for delivering the input at the request of the school. The game concentrates on decision making and consequences and aims to instruct children of the dangers of carrying a knife and the importance of good decision making.
- 7.3. The Serious Violence Tasking meeting also works to prevent knife crime through interventions with those individuals who are on the periphery of violence in addition to those who are already actively involved. Various mentoring schemes are used to refer people, including children to work with them to reduce their likelihood of becoming involved. Visits are also made to individuals who have intelligence linked to them about carrying knives.
- 7.4. Derbyshire Constabulary takes part in Operation Sceptre, the national intensification week tackling knife crime, held twice a year. During that time numerous engagement events take place amongst the community including at schools, universities, parks etc in order to educate on the dangers of knife crime.
- 7.5. The Force Lead for Serious Violence and Knife Crime has delivered presentations to safeguarding leads and Headteachers at the Commissioner’s Schools Engagement Events across the County to inform education partners about the work that goes on, signs to look for and how to act to prevent issues.
- 7.6. New police students initially receive a full day’s training regarding Stop and Search. This is half classroom-based covering legislation and half practical exercises which

is pass or fail. This is reinforced during their Police and Public Safety Training where there are specific stop and search practical role plays where weapons are hidden on the subject. There is further reinforcement through specific safety training involving knife threats.

7.7. The data for the number of searches for weapons the last 4 years is as follows.

- 2019/20 = 214. 187 No further action (NFA), 20 arrests, 4 police discretionary resolution, 3 voluntary attendance
- 2020/21 = 272. 249 NFA, 20 arrests, 3 voluntary attendance
- 2021/22 = 391. 352 NFA, 31 arrests, 1 police discretionary attendance, 2 community resolution
- 2022/23 481. 446 NFA, 27 arrests, 1 police discretionary resolution, 4 voluntary attendance, 1 community resolution, 2 caution

7.8. The table below is taken from the crime recording dashboard of all crime in Derbyshire where crimes have been recorded as being with or without injury regardless of the offence type. Examples of violence without injury are varied and include offences such as common assault but also more serious offences including kidnap and false imprisonment. Examples of violence with injury would include causing Grievous Bodily Harm but also lower-level assaults such as Actual Bodily Harm, and other offences such as possession of a firearm with intent to danger life and administering poison. This is different to the definition adopted by the Derbyshire Serious Violence Board when tackling specifically, serious violence which is 'Violence resulting in, or with potential to result in, significant injury with or without weapons. The definition includes crime groups of robbery, violence with injury (GBH and above, any offence involving a knife and homicide)'. The Derbyshire definition does exclude a number of crime types, namely Sexual violence, domestic abuse, modern slavery, and human trafficking. This is because there are other strategies and governance structures which cover those crime types.

| <b>Period</b> | <b>Violence with injury</b> | <b>Violence without injury</b> |
|---------------|-----------------------------|--------------------------------|
| 2019/20       | 10,579                      | 10,471                         |
| 2020/21       | 8,581                       | 11,015                         |
| 2021/22       | 9,241                       | 14,404                         |
| 2022/23       | 9,012                       | 14,031                         |

- 7.9. The Serious Violence Board has been set up in conjunction with other specified authorities to implement the requirements of the Serious Violence Duty. A decision has been made to develop a mini ‘Violence Reduction Unit (VRU)’ and employ a further Police Serious Violence Coordinator. The job descriptions have been completed and the coordinator role is already out to advert. Sub-groups have been set up to manage each specific area, for example, finance and community engagement etc to ensure all areas are progressed. The VRU is being funded via the Commissioner and interventions are being commissioned by the OPCC as part of the partnership.
- 7.10. The force is tackling its repeat and serial offenders as part of the Managing Offenders Strategy, which is underpinned with a delivery plan led by a Detective Superintendent. This is governed through the force Strategic Improving Investigations Board which reports into the force’s Strategic Fighting Crime Board.
- 7.11. The force has also introduced a new Repeat and Serial Team to tackle those who cause repeated harm within our communities. A cohort of 40 offenders has been identified through analysis, which includes violent offenders. This team was implemented in January 2023 and is already seeing positive outcomes in terms of reducing outstanding suspects across the force, with 95 suspects actively apprehended within its first month.
- 7.12. A Civil Orders team works alongside the Repeat and Serial function, and forms part of the force’s preventative work to reduce further re-offending through seeking additional control measures for victims through Civil Orders, such as Domestic Violence Protection Notices (DVPN) and Stalking Prevention Orders (SPO). The

team also drive the robust policing of such Orders, pursuing breaches when they arise.

- 7.13. Operation Wintershield was an operation which was conducted force wide over the winter months to provide a tactical response to Serious Violence. Analysis was completed to provide Local Policing Unit (LPU) Inspectors with hotspot areas which were graded red, amber, and green. They were then provided tactical options to respond. This resulted in an increase in stop searches, several arrests, and items of intelligence. The newly formed Serious Violence Tasking process which is held fortnightly and attended by numerous partners now takes on that system with tactical analysis being completed and a product delivered at tasking. This is chaired by a Detective Chief Inspector and Problem Management Plans are developed and progressed as a result.

**8. SUB-OBJECTIVE 6: HAVING A PARTNERSHIP APPROACH TO SAFEGUARDING CHILDREN AND ADULTS AT RISK OF EXPLOITATION AND ABUSE, INCLUDING ONLINE CRIMINALITY**

- 8.1. Vulnerability is identified through a variety of means, including information sharing with partner agencies, undertaking appropriate risk assessments along with tactical and strategic analysis to identify emerging risk and trends. These are effectively managed across force wide tasking mechanisms, which prioritise and allocate resources accordingly to ensure the most appropriate response.
- 8.2. The force has invested in its analytical capability, and dashboards now provide capability for frontline teams and managers in identifying trends, hotspots, and vulnerabilities such as repeat victims.
- 8.3. The force has dedicated functions to respond to high-risk cases that require a specialist response. These include high-risk Domestic Abuse teams, Serial, Repeat and Civil Orders Unit, Rape, and Serious Sexual Violence (RASSO) teams, Child Investigation Teams, Protection Children's Online Teams, Missing and Exploitation Units, Management of Sexual and Violent Offenders (MOSOVO) teams, and Safeguarding Coordination Hub (SCH).

- 8.4. These specialist units work together with neighbourhood officers to safeguard vulnerable adults and children through appropriate briefings, joint visits, operations, and intensification initiatives. For example, a recent operation focused on responding to reports of a suspected human trafficking and exploitation incident. Neighbourhood officers and exploitation teams formed part of a multi-agency response to ascertain the circumstances, which although confirmed no exploitation, effectively led to the safeguarding of vulnerable adults.
- 8.5. The force has established multi agency arrangements with the City and County Adult and Children Safeguarding Boards. The force is a proactive member of the associated governance boards, at a strategic and tactical level. The partnership focuses on putting in place preventative and early interventions, sharing information, identifying children at risk, undertaking joint risk assessments, and producing safeguarding plans. The partnership also has systems in place through local de-briefing and statutory reviews to identify lessons learned embedding these into working practices.
- 8.6. The force's Safeguarding Coordination Hub (SCH) is a key structure in the effectiveness of multi-agency working arrangements as they enable the timely and effective sharing of information, so decisions are not made in isolation, but are enriched by input from all agencies. Staff have returned to co-locating following Covid, which has further strengthened partnership arrangements.
- 8.7. The force has established processes for sharing information and making relevant referrals to partners. Internally, all safeguarding concerns are submitted into SCH via Public Protection Notices (PPNs). These are assessed and escalated where appropriate, which initiates strategy meetings where multi-agency information is shared to identify any hidden vulnerabilities or need for intervention.
- 8.8. During 2021-2023, the force reviewed its operating model and restructured these functions under a Crime Directorate. Within this, the force has realigned resources in accordance with demand. This has seen an uplift in investigative capability, which includes investing in vulnerability demand. An additional six supervisors and 46 investigators have been aligned across high-risk domestic abuse and RASSO functions, two supervisors and 16 investigators within child protection, including

online child protection as well as resources into new teams such as missing persons, serial and repeat and the safeguarding coordination hub.

- 8.9. Demand will continue to be assessed annually, to ensure that capacity and capability is appropriate to meet operational requirements. This is driven through the Force Management Statement which is a self-assessment that Chief Constables prepare and give to HMICFRS each year, which is underpinned by an Organisational Risk Assessment (ORA), which in turn links to the force's annual planning seminars for future planning.
- 8.10. The force has a Child Protection Delivery Plan, led by a Detective Superintendent, which is governed through the force's strategic Vulnerability Board, chaired by an Assistance Chief Constable. In addition, the force has a specific delivery plan in response to the His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) Child Protection Plan, in which progress is monitored through the same Board along with the Chief's Assurance Board.
- 8.11. The force has developed a strong investigative capability to protecting children online, with embedded information sharing practices to ensure safeguarding is at the heart of the team's activity. Since changes to the force's Protecting Children Online Team in May 2022, this function now progresses over 450 cases per annum and, working with partners, have safeguarded more than 400 children linked to individuals arrested.
- 8.12. Currently work is underway to refocus the Partnerships Online Harm Board, which brings together the various forms of online criminality with a clear focus on safeguarding across the different types of criminality.
- 8.13. The force's Digital Forensics Unit (DFU) provide in-house capabilities to undertake forensic examination of digital devices. The force has seen investment in this area to maintain accreditation, improve submissions, as well as reduce unmet demand. Since August 2022, force performance has seen a 49% reduction in unmet demand. The force has also bolstered its efforts to resolve remaining cases, particularly those relating to indecent images of children, through securing outsourcing provision. It is anticipated that backlogs will be within normal tolerance levels by August 2023. Kiosk provision, based locally, also support local officers to

undertake analysis when obtaining and analysing available material and evidence in investigations.

- 8.14. The force has improved its response to missing person and exploitation investigations. A dedicated team now coordinates the force's response to missing persons, co-located with the force's exploitation units. Working practice is now aligned to 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. Philomena protocol which is a national scheme encouraging agencies, carers, guardians, family, and friends to record vital information which can be used in the event of a vulnerable young person going missing have also been embedded, which focus on close working the care homes, setting preventative and response plans in the event of a missing report. These were all key areas of focus to ensure multi- agency arrangements are effective.
- 8.15. Since implementation, the force has seen an overall 12% reduction of repeat missing persons, and a 48% reduction in children missing from care, 24 additional county lines identified, disrupting 12 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.
- 8.16. In addition, a County Lines Coordinator is also embedded within the Exploitation Team who focus on links with the National County Lines Coordination Centre (NCLCC) and proactively contribute to coordinating the force's responses to County Lines Intensification Weeks. Derbyshire Constabulary supported the latest national week of action during February 2023, which resulted in eight warrants, 15 arrests, Class A and B drugs seized and 10 weapons recovered, 18 children safeguarded, eight adults safeguarded, preventative activity, including over 4,000 children warned about County Lines, and both Derby County Football Club and Chesterfield Football Club supporting the delivery of preventative messages through 'Spot the Signs' campaign.
- 8.17. During the last 6 months, the force has refreshed its Serious Organised Crime and Exploitation (SOCEX) delivery plan, aligned to the '4P' delivery framework. Led by



a Detective Superintendent, this reports into the force's Fighting Crime Strategic Board, chaired by an Assistant Chief Constable. The four strands are:

- **Pursue** offenders through prosecution and disruption.
- **Prepare** for when serious and organised crime occurs and mitigate impact.
- **Protect** individuals, organisations, and systems from the effects of serious and organised crime.
- **Prevent** people from engaging in serious and organised crime

8.18. A newly formed Serious Organised Crime and Exploitation (SOCEX) tasking, focuses on tackling strategic risks across this portfolio by working in partnership and is underpinned by a strategic problem profile. A Tactical Partnership Tasking Board sits beneath this, focused on developing and progressing actionable intelligence. Both boards are represented by statutory and non-statutory partners, prioritising and coordinating partnership activity when tackling serious organised crime, including child and adult exploitation, across the county.

8.19. Work to prevent exploitation is embedded within the 4Ps plan. For example, Operation Makesafe, a partnership test purchase operation, focusing on raising awareness of the risk factors and how to spot the signs of sexual and criminal exploitation across the hospitality sector ran throughout January with success. It identified a number of hotels in Derbyshire that fell short of their commitment to Modern Day Slavery, Human Trafficking and Exploitation, the operation resulted in some targeted intervention and feedback to the specific hotels identified.

9. **SUB-OBJECTIVE 7: PROVIDING HELP FOR ALL VICTIMS OF DOMESTIC ABUSE AND VIOLENCE, SEXUAL ABUSE AND VIOLENCE, HARASSMENT, AND STALKING, ALONGSIDE A ROBUST APPROACH TO PROTECTION FOR THOSE AT RISK AND THE APPREHENSION OF THOSE WHO COMMIT THESE CRIMES**

9.1. As mentioned, the force has dedicated functions to respond to high-risk cases that require a specialist response these are the Serial, Repeat and Civil Orders Unit, Child Investigation Teams, and Protecting Children Online Teams which relate to

domestic abuse and violence, sexual abuse and violence, harassment and stalking include, high-risk domestic abuse teams, rape, and serious sexual violence (RASSO).

- 9.2. These functions consist of both uniform and detective resources and undertake complex and multi-faceted investigations, ensuring that evidence is secured promptly to enable the pursuit of justice for victims.
- 9.3. High-risk domestic abuse and RASSO functions are co-located with Independent Domestic Violence Advisers (IDVAs), Independent Sexual Violence Advisers (ISVAs) and Child Independent Sexual Violence Advisers (CHISVAs) that ensure appropriate care and support for victims. The Commissioner has recently commissioned an outreach IDVA for the City to improve engagement with African and South Asian Communities. Recruitment is ongoing for Victim Liaison Officers who will join the RASSO Investigation Teams, to focus on improving trust, confidence, and engagement levels with victims of sexual abuse. This ensures victims are appropriately supported throughout the Criminal Justice System.
- 9.4. In addition to this, frontline officers have received refreshed training on VCOP. This training focused on the needs of victims, VCOP, support from victim services including the 'opt out' changes, how to refer domestic abuse and sexual offences, current victim satisfaction and the use of technology.
- 9.5. The Serial, Repeat and Civil Orders function provides additional capability when maximising the use of preventative Civil Orders that offer additional control measures to protect victims. This includes Domestic Abuse Protection Notices, Sexual Harm Prevention Orders, Sexual Risk Orders, Stalking Protection Orders, Female Genital Mutilation Protection Orders, Forced Marriage Protection Orders as well as managing the Domestic Violence Disclosure Scheme.
- 9.6. The Stalking Coordinator also provides additional focus on ensuring referrals, support and additional Orders are considered to protect victims. A focus has been placed on improving our uptake on Stalking Prevention Orders, which has been incorporated within the force's vulnerability training. Current performance sees Stalking Prevention Orders granted in 6.54 cases per 1,000 reported stalking offences year to date. This is an increase from the previous 1.9 cases per 1,000 cases during the previous year. The obtaining of Stalking Prevention Orders can

be used for both Domestic Abuse and Non-Domestic Abuse stalking occurrences and can be applied for at any point during the investigation, including at point of charge. In cases that a Stalking Prevention Order has been applied for at point of Charge then the Court may grant alternative Civil Orders, such as Restraining Orders, in respect of Domestic Abuse.

- 9.7. Since the restructure to the Crime Directorate, performance is being closely monitored to understand the impact. Initial observations are:
- Workload pressures within high-risk domestic abuse and child investigations teams are reducing, resulting in improved suspect management and better outcomes for victims.
  - Sustained enforcement rates for online child protection cases, with a reduction in case backlogs within Digital Forensics Unit beginning to see improvements in the timeliness of ongoing case management.
  - The Serial, Repeat and Civil Orders functions have improved working processes and practices in relation to suspect management, with the team seeing a positive effect with 95 suspects actively apprehended within its first month.
- 9.8. Demand within RASSO teams present a risk in respect of capacity. This has been mitigated by a further uplift in supervision, from four Detective Sergeants to eight Detective Sergeants. In addition, vacancy levels within these functions are being reduced through the support of aligning officers from the Detective Constable Degree Holder Entry Programme (DHEP) cohort to work alongside investigators for additional resilience.
- 9.9. More generally, an ongoing challenge relates to vacancies within the Crime Directorate, which currently consists of 30 detectives and 50 police constables. The overall establishment for the Crime Directorate is 527. The force is currently focused on attracting, recruiting, and training detectives across these functions. This focuses on three entry routes, that is, a police constable to detective constable pathway, direct entry detective route and detective staff investigators. Currently, the force's detective vacancy gap sits at 31 detectives. The force has plans to reduce this through the pathways mentioned, with 32 direct entry detectives

currently undergoing training or placements within uniform postings as part of their development. Also, recruitment is scheduled for a further 52 Detective Constables and 37 Detective Staff Investigators in 2023 and 2024, all of which provides appropriate succession planning to address anticipated staff movement. Plans are currently being developed to professionalise the tutorship provision to support the effectively and swift development of trainee detectives. It is worth noting that the force is at its new Uplift establishment, but the recruitment of detectives has relied upon new officers completing their training before others can be moved into detective posts, hence the lag between new joiners and filling these detective vacancies. Detective retention and recruitment is a national issue, for which a Chief Officer has been assigned, under which national working groups have been established to start addressing the issues all forces are facing.

- 9.10. In November 2021, the force introduced a Domestic Abuse Review Team (DART). As mentioned, the purpose of the function is to undertake secondary risk assessments of all domestic incidents, considering cumulative risk through research, and ensure appropriate escalation to a Multi-Agency Risk Assessment Conference (MARAC). Since its inception, DART have reviewed more than 21,000 DASH PPNs. The team have focused on improving performance in understanding the voice of the child, when considering wider risks to children adversely impacted by domestic abuse. Positively, performance has improved from 22% to 65% compliance, ensuring that those at risk are referred for support and ongoing safeguarding. Also, such assessments are being undertaken within service level agreements, with unmet demand reviewed and progressed.
- 9.11. Work has progressed with partners to refresh the standard operating procedure for making referrals. This is quality assured through the Derby and Derbyshire Children's Safeguarding Partnership (DDSCP) with regular audits and feedback loops regarding the appropriateness of referrals. A review is underway to assess the impact of these changes, and the Partnership acknowledge further work is still required.
- 9.12. In relation to the force transition from Domestic Abuse, Stalking and 'Honour'-based Violence (DASH) to Domestic Abuse Risk Assessment (DARA) risk assessment tool, the force continues to monitor development closely and prepare

for such changes. Updates nationally indicate adoption within the East Midlands region is anticipated in 2025.

- 9.13. The force's Sexual Assault Referral Centre (SARC) is available for adults 24 hours a day, all year and there are arrangements with Queen's Medical Centre, in Nottingham, to provide a paediatric SARC provision (P-SARC) for victims under 18.
- 9.14. Victims can self-refer to SARC and access a range of support services from the centres. All victims are asked for consent with referrals made to the service which can best meet their needs, this is also something which can be agreed between services with the victim to ensure they have one path of support.
- 9.15. Partnership arrangements, in particular MARAC, are established to effectively monitor and manage high-risk domestic abuse. Information sharing across agencies takes place to ensure shared situational awareness of risk and coordinated activity, from safety plans to additional interventions.
- 9.16. Derbyshire MARAC is co-funded by both City and County Local Authorities the Integrated Care Board (ICB) and Derbyshire Constabulary, who employ an independent chair and administrative function. Derbyshire holds four MARAC multiagency conferences per month, which discuss approximately 120 cases.
- 9.17. Key learning from Domestic Homicide Reviews included adopting a professional curiosity, increasing the use of accumulated information when deciding risk and action and improving Derbyshire's approach to MARAC to take into consideration repeated incidents of domestic abuse. Developments in DART and the inclusion of an additional MARAC Coordinator help address these recommendations. A recent peer reviewed by Safelives, a National Charity and lead for MARACs, stated that 'Derbyshire has a good MARAC Arrangement but could improve by dealing with some admin outside of the Conference meeting'. This advice has been developed into a MARAC steering group seeking ways to improve the process and increase the number of victims requiring multi-agency support.
- 9.18. In respect of building professional curiosity, the force has developed a bespoke vulnerability training programme, which is supporting building knowledge and understanding of risk indicators, and what appropriate action to take in the circumstances.

- 9.19. To quality assure our approach to rape investigations, the force has an established rape scrutiny panel which meets quarterly to review rape cases. The panels include partner agencies and allows the whole process and experience to be reviewed providing learning for all parties. Learning from the groups is taken by individual agencies, however the outcome of panels is also reported to the Domestic and Sexual Abuse Board to ensure actions are tracked and managed, without losing sight of any improvements. An example relates to responding to feedback from a victim's perspective to improve the consistency and accessibility to the investigation team when seeking updates throughout an investigation. This has informed practice and initiated the introduction of a Victim Coordinator role, which is currently being recruited to. Their role will focus on improving trust, confidence, and engagement levels with victims of sexual abuse.
- 9.20. To improve the quality of investigations and prosecutions, the force has introduced Charge Managers to review cases at the earliest opportunity and assess investigative opportunities, providing guidance to ensure the case can move successfully through the criminal justice process. Aligned to the Charge Managers are Case File Administrators who are working on areas with officers advising on the correct application of the case file to ensure reduced rejections and action plans from CPS. The force now sits at 67% compliance on file quality.
- 9.21. The force has also introduced a Prosecution Support Team who support officers in completing redaction, this is especially important in serious crime which has large amounts of data which must be redacted. Having a dedicated team to undertake this redaction is saving frontline officer time. This team also support the work on action plans from CPS enabling these to be turned around quicker and without the need for further work from frontline officers to resolve.
- 9.22. A new technological system to provide digital data to CPS is to be rolled out by September to enable smoother processing of the data required by CPS to make charging decisions.
- 9.23. Improvements have been made in the force's MOSOVO functions. A new standard operating procedure aligned to Authorised Professional Practice, increase in supervision, streamlining of processes and a new performance framework have all been implemented, and current performance is within defined

service level agreements. This addresses the areas for improvement arising from the HMICFRS PEEL 2022 Inspection.

9.24. The force has also taken cognisance of the Independent Review into Police-led Management of Registered Sex Offenders in the Community (2022). This report contains numerous recommendations which include specific recommendations for Chief Constables. The force has undertaken a gap analysis in respect of these to ensure appropriate provision is in place and working practices aligned, where appropriate, which is incorporated into the Managing Offenders delivery plan. The force is actively engaged in ongoing discussions and forums in respect of the report regarding the following recommendations:

1. All forces should put in place processes to allow investigative teams to engage with Sex Offender Managers, prior to the application of a Sexual Harm Prevention Order:
2. All cases where indefinite notification requirements have been in place for 15 years or more should be reviewed with the aim of discharging them.
3. All forces should review and where appropriate seek to discharge all indefinite Sexual Harm Prevention Orders.
4. All forces should review and where necessary seek to amend or discharge all indefinite Sexual Harm Orders, to ensure they remain necessary.
5. When the police become the lead agency, police engagement with victims and survivors should be facilitated where appropriate, applicable, and desired
6. MOSOVO staff should routinely video/audio record home visits and retain recordings alongside risk assessments and risk management plans.

**10. SUB-OBJECTIVE 8: INCREASING ENGAGEMENT BETWEEN THE POLICE, PARTNERS, AND MEMBERS OF THE PUBLIC TO PROVIDE REASSURANCE AND ENCOURAGE THE REPORTING OF CRIME**

10.1. The force has defined minimum standards for engagement, which have been embedded with the expectations communicated to all Safer Neighbourhood Teams (SNTs). This is in line with the force's Neighbourhood Policing Charter which sets out how policing teams will engage with residents, groups, and key

stakeholders, such as Town and Parish Councils. Both initiatives are designed to improve the standards, frequency, and effectiveness of communication with our communities so we can highlight areas of concern and respond accordingly

- 10.2. Engagement is monitored at the Neighbourhood Policing Board, with the launch of the Engagement App (January 2023) being key to understanding how our SNTs are performing in this area.
- 10.3. The force promotes social media use to aid communication with our communities, both to update and reassure. Every victim who reports a crime receives an e mail outlining their entitlements under the Victims Code of Practice and details of supporting services. With regards to Derbyshire Constabulary's main Facebook account activity, there were 782 posts (approximately 1.6k pa) between November 2022 and April 2023, resulting in approximately 150k total engagements per annum. During the six-month period, there have been 731 (1.4k) Twitter posts with 4.9k (10k) total engagements. 44 (88) LinkedIn posts have resulted in 212 (424) total engagements with 87 (174) Instagram posts (including videos) with 280 (560) inbound engagements. Since February, the force has a TikTok account which has seen positive reception and now has over 3,000 followers, averaging 1,000 a month.
- 10.4. The overall audience on our main accounts as of 30 April 2023 stood at 414k resulting in an audience increase of a 3.8% in our overall figures from the previous six months. This included TikTok which was launched in February.
- 10.5. 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 Scanning, Analysis, Response, Assessment (SARA) approach to this methodology. By following this approach, we can understand the root causes of a problem, working with communities and partners to analyse the problem and thereby respond in the most effective and efficient way, supporting reduction in re-offending and providing community reassurance.
- 10.6. 'Reachout' is being launched across the force which will allow our Safer Neighbourhood Teams to prioritise action against those that are causing most harm in our communities, based on Anti-Social Behaviour (ASB) and



neighbourhood crime. Information from partners and communities, as well as policing knowledge and data, will be assessed against a framework known as Management of Risk in Law Enforcement (MoRiLE). Individuals identified will be managed through problem management plans to reduce offending and support making our communities safer.

- 10.7. Community Cohesion points of contact are being trained within every Safer Neighbourhood Team. They will support development of engagement plans for our less heard communities ensuring that we employ bespoke methods of engagement that best individual needs. Problem management will support resolution of any long-term issues identified by communities.
- 10.8. Derbyshire Constabulary have established scrutiny panels for stop search and use of force. The public can review the use of these policing powers, providing feedback that supports organisational learning
- 10.9. The force has a number of options for the public to report crime. This includes contact via 999 or 101 depending on the urgency of the call. Wider methods include e mail, live chat, Facebook, Twitter, Single Online Home, via attending an enquiry office or direct to a police officer.

**11. SUB-OBJECTIVE 9: PROVIDING A PROACTIVE APPROACH TO REDUCING RE-OFFENDING**

- 11.1. The force operates an Integrated Offender Management (IOM) Programme that is based on the 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 200 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 female offenders. The cohort also includes offenders with recent convictions in relation to drug possession with the intent to supply.

- 11.2. A key update is the force's investment in an uplift of two further IOM coordinators, which are to be co-located within the force's Neighbourhood Acquisitive Crime Teams (NACT). This, together with the continued use of the Acquisitive Crime Electronic Monitoring capability, will provide additional capacity and capability to focus on reducing re-offending rate of those offenders who meet specific criteria based on their previous convictions and sentence.
- 11.3. In line with the national IOM Strategy, the Derbyshire IOM scheme has been populating a national data tool called ID-IOM. This allows offenders to be tracked before, during and after their involvement with the scheme. This data is beginning to build to allow offenders to be tracked and reports generated. The first report has been produced from this and shows that for the IOM Fixed cohort of thirteen offenders, in the six months prior to joining the scheme, the cost of their offending was £270,000, after six months on the scheme their offending costs reduced to £120,000. Six-months after having left the scheme, the cost of their offending was estimated to be £190,000, representing an £80,000 reduction in pre and post costs. The figures are taken from the 2011 Home Office Economic and Social Cost of Crime and adjusted to reflect costs in 2022. It should be noted that there is no comparison for this group and so conclusions as to the effectiveness of the scheme cannot be made from this data alone.
- 11.4. The Derbyshire IOM scheme has benefitted from successful bids into the national Probation Service IOM Innovation Fund. This has included extending the funding for voluntary GPS tags along with the support services bring secured for the financial year 2023-24. As of May 2023, Derbyshire IOM are collaborating with other forces in the region to use voluntary remote alcohol monitoring tags. These ankle tags measure the level of alcohol in the wearer's system every thirty minutes and are a useful tool to reduce offending where alcohol is identified as a driver. Not every IOM offender is suitable to wear an alcohol monitoring tag. So as part of this initiative and a European first, facial recognition is being used via a remote breathalyser device to again monitor the level of alcohol in the user's system. The use of these devices will help effectively manage offenders in the community. The device was first used in Derbyshire on the 18 May 2023, shortly after it was used for the very first time in Europe by Nottinghamshire colleagues.

- 11.5. In 2020 Derbyshire Constabulary, along with key partners from both City and County Local Authorities and the Integrated Care Board adopted the national DRIVE programme to reduce reoffending of High Harm and High-Risk perpetrators. During the past two years DRIVE managed in excess of 100 perpetrators and supported the force in offender behavioural change and disruption activities. This programme was also supported by the National Lottery who supported funding for a three-year period.
- 11.6. Derbyshire Constabulary ceased with DRIVE in May 2023 and, with the support of Home Office funding secured through the OPCC, has now adopted a revised High Harm, High Risk perpetrator programme, being delivered locally by GLOW, who are part of the Honeycomb group. This programme manages perpetrators in a similar manner to DRIVE but has provided opportunities to deal with a broader cohort of Domestic Abuse perpetrators.
- 11.7. The force is adopting the new model for out of court disposals which at present is known as the two-tier system. This model is centred around prevention and education at the earliest stage of offending. It removes the simple caution and penalty ticket options and replaces them with conditional cautions.
- 11.8. The introduction of Commissioner funded services obtained through the organisation Red Snapper who provide a suite of interventions, has provided a host of options to support the prevention of reoffending. These interventions will be tailored to each out of court disposal appropriate to the offender and the specifics of the offence, the victim will be given their voice within the process too.
- 11.9. The interventions are all free to the offender and as such there is an expectation that more offenders will engage in the process which is all online. One of the perpetrator courses available is a victim course, it is the aim that all offenders will be enrolled onto this course moving forward, where this cannot be enforced through a conditional caution, offenders will still be requested to attend on a voluntary basis.
- 11.10. Interventions within the out of court disposal model will also be supported by other areas of work such as drug testing on arrest and a new female offender worker. These will look at the whole system approach and ensure the intervention is appropriate to the offender, with education aimed at preventing further offending.

- 11.11. These changes went live in June 2023 and will be monitored to review any anticipated increase in the use of out of court disposals.
- 11.12. The force is committed to working with partners to reduce and prevent re-offending in children and young people. Dedicated officers work in partnership within the Youth Offending Service (YOS). Youth Justice Review Panels take place to determine the appropriate outcomes for children and where appropriate seek a suitable outcome through diversionary schemes. This can range from Police led community resolution, to interventions such as substance misuse support, mentoring or knife crime programmes. Furthermore, provisions are in place for risk groups with wider programmes available which have been developed with a 'child first, offender second approach'. This includes inputs on sexual health and healthy relationships, the influence of drugs and alcohol, and gangs and county lines.
- 11.13. Latterly, the force's investment in a bespoke Serial, Repeat and Civil Orders Team also aims to focus on those who reoffend through robust intervention and multi-agency problem solving plans. The team consists of one Detective Inspector, two Sergeants, eight Investigators (both detective and uniform), three Civil Orders officers as well as Stalking and MARAC coordinators.
- 11.14. Key progress includes the development of a revised standard operating procedure to provide consistency in offender management and the proactive policing of Civil Orders and investigating such breaches. Additionally, the team have focused on ensuring frontline officers are appropriately briefed on vulnerable victims and high-risk perpetrators in their area. This involves tasking, briefings, trigger plans and ensuring appropriate systems are flagged.

## **12. CONCLUSION**

- 12.1. The changes to the force's operating model have seen significant progress across the force's vulnerability strategy, in particular aligning resources to demand in high-risk areas. Furthermore, the introduction of new teams including Missing and Exploitation, DART, RASSO, Serial and Repeat and Charge Managers, presents the force with the opportunity to build depth of specialism within these areas to ensure a consistent approach for victims.

12.2. The advancement of the force's Out of Court Disposals is allowing the force to focus on the most appropriate outcome, with an ethos of education and diversion as part of a problem-solving approach to reducing reoffending rates and repeat victimisation.

12.3. Over the next 12 months the force will be focusing on the following priority areas in respect of this Victim Support and Safeguarding:

- Advance the Improving Investigations strategy, focusing on improvements to victim care, suspect management, proportionality of investigations and effective supervision, underpinned by qualitative analysis through QATT.
- Consolidate changes within the Crime Directorate, to ensure working practices are embedded and anticipated benefits are being realised. A key aspect of this will be the effective attraction, recruitment, and retention of detective capability, which is interlinked to the professionalisation of the force's tutorship provision.
- Continue to deliver the force vulnerability training, building understanding and capability across the workforce regarding identifying vulnerability and taking appropriate action.
- Evaluate the new process surrounding Victim Needs Assessment and Victim Personal Statement to understand the impact of the changes and the victim's voice around these changes.
- Finalisation and launch of a successful Victims' App supporting the needs of Derbyshire victims moving forward.
- Continue to embed the use of technology with officers to ensure the most appropriate updates are received by victims in the most effective manner.
- Establish a new code of metrics to support the new Victims Bill and monitoring closely the impact of the new Bill.
- Embed victims' champions and the Governance Board into daily business within the force.