The Chief Constable’s Delivery Plan

In response to the Derbyshire Police and Crime Plan
January 2017
We, as a force, are pleased to work with Hardyal Dhindsa, the elected Police and Crime Commissioner (PCC) for county and city, in helping to continue to make Derbyshire a safer place to live in, to work in and to visit. The Police and Crime Plan is entirely in line with our approach to addressing risk and threat and protecting communities, particularly the most vulnerable.

The PCC sets out a clear direction in his Police and Crime Plan and Derbyshire Constabulary is delighted to be able to properly support this plan. Legislation states that the Chief Constable must ‘have regard’ to the Police and Crime Plan but in our view we need to go further and provide absolute clarity as to what it is we intend to do.

This delivery document explains how we will work to protect the public, deal with the high-level risks and threats, and in doing so also deliver the commitments made in the Police and Crime Plan.

A high-quality policing service
We are committed to providing a high-quality policing service to everyone in Derbyshire. Our force operates within a strong value set; these being integrity, performance, respect, responsibility and innovation. At our most recent legitimacy inspection carried out by Her Majesty’s Inspectorate of Constabulary, it was stated that in essence the values were an intrinsic part of the make-up of Derbyshire Constabulary. This is reflected throughout the delivery plan.

The way we police
Our policing style is about putting trust in individuals across the organisation and one where we sign up to our clear values. The way we police Derbyshire is based upon a local presence through visible and accessible neighbourhood policing teams. These are supported by other teams who can respond to emergencies, those that can respond to and investigate serious crimes, and a range of support units at headquarters providing specialist assets. The specialists who investigate major crimes, murders and organised criminal gangs are based in collaborative working groups with the other forces in the East Midlands.

We also have a duty to consider the strategic policing requirement and ensure we have sufficient resources to assist nationally in areas of terrorism, cybercrime, serious and organised crime, child sexual abuse and national emergencies.

Assessing Derbyshire’s risks
Each and every one of these PCC objectives is linked to the risks and threats that we already understand through our detailed strategic intelligence assessment process. The assessment process includes a range of law enforcement, community safety, criminal justice and voluntary agencies and provides a comprehensive perspective of the risks and threats communities face.

Continuous change
This new Police and Crime Plan comes at a time of continued change, not only for Derbyshire Constabulary but also for policing as a whole. This plan explains in detail how each of the objectives will be addressed during this time. With the advent of new technology policing is becoming ever more complex. Easier communication also allows for new criminal activity to develop. We are continuously gaining a greater understanding of crimes such as child sexual exploitation, paedophilia, drug trafficking, money laundering, fraud and cybercrime. Most of these are hidden risks and threats that
we respond to and deal with on a daily basis. To combat this, the force has invested significantly in these areas, including putting specific resources into policing the growing digital landscape. We also still have to deal with the more traditional crimes and, as detailed in this plan, we are actively working to tackle the effect of drugs and alcohol as this continues to impact heavily on our communities.

II Helping the most vulnerable
The number of people who are becoming vulnerable is increasing and we are continuously changing to meet this needs. Significantly, we are continually improving the service we offer to people suffering with mental health issues, including working collectively with many partners in a Crisis Care Concordat. In addition, we are working closely with NHS and have developed a mental health triage service, situated in our control room, which gives us the ability to provide rapid, professional expertise for those in a crisis.

II Working with young people
Working with numerous partner agencies we are always looking to improve how we work with young people, including those who are victims of crime or offenders. We have many initiatives to support young people, including our local officers developing a forum at which young people can have a voice about how we police and in turn help build relationships with them.

II Exploiting technology
By exploiting technology, Derbyshire Constabulary is improving operational effectiveness. Of significance, we will continue to develop mobile technology to help our officers and staff whilst on patrol, improving the service for victims and witnesses and enhancing the time spent in the community. We are developing our call handling infrastructure to better enable the way our communities interact with us, through digital means, social media and on other platforms.

II Working with our partners
We continue to work very closely with a range of partners including community safety partnerships, local authorities, criminal justice agencies such as the National Probation Trust, the local Community Rehabilitation Company and the Crown Prosecution Service, and local groups such as Neighbourhood Watch, parish councils, charities and the voluntary sector.

II Reflecting our community
We need to reflect the community we serve. Through our recruitment, we are adapting our approach to help increase the number of applicants we receive from black and minority ethnic communities.

We are also supported by hundreds of volunteer special constables and more and more people offering their voluntary support in a host of different ways. Amazingly, in 2016 volunteers gave 55,000 hours to the constabulary.

II Our priorities
As we have detailed in this delivery plan our priorities remain: to protect the most vulnerable, prevent and reduce crime, attack criminality, provide reassurance and deliver value for money. We will do this by being values-led, building relationships in our community, being hard-working, exploiting technology and having a dedicated and committed workforce.

Chief Constable
Mick Creedon
Police and Crime Commissioner Objectives

1. Working to keep the most vulnerable in our communities safe from crime and harm and supporting those who unfortunately find themselves a victim of crime

2. Working to provide strong and effective partnership working

3. Working to tackle the impact of drugs and alcohol on communities

4. Supporting those with mental health issues, including those with learning difficulties, who come into contact with the Criminal Justice System, as victim or offender, to get the right support, from the right agencies at the right time

5. Working with young people, including those who have been either victims of crime or offenders, to understand their needs and prevent them becoming involved in criminal activities

6. Working with the Constabulary to develop the policing family to be more representative of the diverse communities it serves

7. Working with the Constabulary and partners to maximise the opportunities from developments in technology
Working to keep the most vulnerable in our communities safe from crime and harm and supporting those who unfortunately find themselves a victim of crime

The challenge to the police service nationally to protect and support vulnerable members of society is a growing and increasing requirement, but one which Derbyshire Constabulary treats as a significant issue. Each year the force assesses and defines the key risk and threat priorities for the coming 12 months. This process is intended to ensure appropriate resources, oversight and direction are provided to meet the most important policing challenges across the county.

Protecting vulnerable members of society has featured on the annual assessment of key priorities for several years and reflects our determination to support those most in need.

To support the most vulnerable:

- We have created specialist vulnerability teams at both North and South Divisions. This has involved bringing together dedicated resources such as vulnerable adult officers, missing person liaison officers, crime prevention officers and specially trained police officers to support those who are most vulnerable and at risk of becoming victims of crime.

- To address changing and increasing crime types there is a need to have a rigorous assessment as to where resources are needed to address the risks. To this end there is a continuous Closing the Risk Gap programme that identifies these risks and ensures they are dealt with a methodical approach.

- We have worked with our partners in the NHS to develop a mental health triage service situated within our control room. This service enables us to provide rapid, professional expertise to those people who are in crisis, either assisting in signposting them to support services or securing more urgent treatment.

- Through the Crisis Care Concordat we work with our NHS partners, other organisations and agencies to continuously improve the service we provide to people suffering with mental health issues.

- We continue to work in partnership with other agencies such as social care, health and education, in order to safeguard children and vulnerable adults. Dedicated specialist teams are supported by centrally based units who gather information about cases and refer it to relevant partners.

- Through Multi Agency Risk Assessment Conferences (MARAC), we work closely with a broad range of agencies and third sector organisations to support victims of domestic abuse.

- Through work in conjunction with the Derbyshire Safeguarding Board, we have developed a ‘Think Family’ framework aimed at identifying and providing support and protection to all members of a family where domestic abuse may be occurring.

- Our Witness Care team, working alongside our partners, provide specialist support to vulnerable victims and witnesses as they go through the criminal justice system.

- We will continue to develop our cybercrime response to ensure that communities are kept safe from the threats posed by those who offend in the digital environment. The constabulary recognises the significant risks cybercrime poses to vulnerable people and as such have invested specific resources into policing the growing digital landscape.
It is well recognised that policing in the UK is with consent. Derbyshire Constabulary has a long history of working in partnership with the communities it serves and with partners from a variety of sectors. This has been achieved through the development and maintenance of excellent working relationships, built on trust and confidence. Together we have successfully worked to reduce crime and anti-social behaviour for more than a decade. We recognise that the responsibility for crime reduction, detection and the building of safer communities is a shared one which can only be achieved through such genuine, productive partnerships.

The force is fully involved in a range of such partnerships, from the Safer Communities Board at the strategic level through to Safer Neighbourhood team surgeries at the local level. We recognise the importance of the voluntary sector in the delivery of policing services, particularly in these times of limited resources and the ever-increasing need to deliver value for money. This approach is an integral and an embedded part of how we police the county.

Key elements of our successful partnership working include:

• Representation on a wide-ranging series of governance boards including the Safer Communities board, Child & Adult Safeguarding boards, Derbyshire Substance Misuse strategic group, Troubled Families and Thriving Communities board.

• Secondment of police officers into partnership teams including youth offending, Safer Derbyshire community safety partnership and multi-agency safeguarding hubs.

• Continuing engagement with the less visible communities through a number of bespoke groups such as Safe and Sound, Lauren’s Link, Community Champions and the External Disability Reference group. The force also continues to work with Action on Hearing Loss, maintaining our charter mark ‘Louder Than Words’.

• Joint working with the Derbyshire Fire and Rescue Service which has seen the opening of a joint headquarters and ongoing development of a bespoke training facility. These developments allow for greater efficiencies, shared resources and joint training opportunities.

• Working with criminal justice (CJ) partners through the Justice Delivery Board and the Local Criminal Justice Board, across the county and wider regional CJ collaboration.

• Membership of the Derby & Derbyshire Road Safety Partnership, with specific responsibility for the Casualty Reduction Enforcement Support Team.

• Working in a variety of regional and national partnerships to tackle organised crime and terrorism.

• We are committed to delivering against the Joint Emergency Services Interoperability Principles with our ‘blue light’ colleagues to ensure we work effectively together to save lives in response to major incidents.

• We are a statutory partner within the Local Resilience Forum, which ensures county wide joint preparedness for major and critical incidents which are defined under the Civil Contingencies Act.
Alcohol and drug misuse continue to impact heavily on our communities, whether through illegal drug dealing and misuse, or the social, economic and physical harm associated with the misuse of alcohol. Criminality is linked to substance misuse in a variety of forms, from acquisitive crime which funds drug habits, the activity of organised crime groups (OCGs), to the impact of alcohol on domestic abuse and other violent crime, where perpetrators and victims can be influenced by drink.

The impact on partners also creates a huge economic drain, whether through police response to incidents, treatment of violent crime victims by Accident & Emergency departments or the care of people suffering long term health problems through excessive drinking.

Key elements of our work to tackle the impact of drugs and alcohol misuse include:

- We work with partners within the Derbyshire Substance Misuse strategic group, to drive activity in dealing with the wide-ranging harm from both drug and alcohol misuse.

- We are actively involved in the Violence, Alcohol Harm and Licensing (VALs) meetings, which consider the most problematic licensed premises and agree a plan of action to ensure that the problem is tackled by the most appropriate agency. VALs organise local training and education seminars for licensees.

- We conduct extensive disruption activity into the operations of OCGs concerned in the supply of drugs, including the execution of warrants, securing convictions and the seizure and confiscation of assets.

- Intelligence-led test purchase operations are conducted at off-licensed premises with Trading Standards and at on-licensed premises by the police licensing enforcement teams to ensure compliance.

- An alcohol diversion scheme offers people issued with fixed penalty notices the chance to attend appropriate training and will continue to change the drinking behaviour of attendees.

- We work closely with schools and colleges to educate young people on the dangers of drug abuse.

- We work closely with our partner agencies to increase the opportunities for substance misusers to recover and break the cycle of addiction. This includes working with adults who are connected to substance abusers to improve their overall wellbeing.

- We pro-actively carry out enforcement operations; these include drugs warrants (which are often based on information from the local community), targeted use of stop and search, and specific operations in the night time economy.
Supporting those with mental health issues, including those with learning difficulties, who come into contact with the Criminal Justice System, as victim or offender, to get the right support, from the right agencies, at the right time.

Derbyshire Constabulary is committed to supporting the needs of those with mental health issues and those with learning difficulties. We recognise that specialist support may be required for victims, witnesses and offenders alike. We continue to develop close working partnerships with mental health professionals, social care, and ambulance and fire service colleagues to improve the experience of those requiring intervention or support at first contact.

Key elements of our work to support people with mental health issues or learning difficulties include:

- We are a central pillar within the Crisis Care Concordat for mental health which brings together a number of partner agencies to provide the most appropriate care at the time of crisis. We support the county-wide action plan which is drawn up by a multi-agency task group.

- We understand the need for a strong partnership approach to mental health care and lead and chair the Multi Agency Mental Health Steering Group. We also attend, as invited partners, the Health and Well Being Board, the Mental Health Act Multi-Professional Forum as well as many other mental health partnership groups.

- We are integral to the Mental Health Advice and Assessment Hub (MHAAH) based within our control room at force headquarters. Community psychiatric nurses from Derbyshire Healthcare Foundation Trust (DHcFT) and approved mental health professionals (AMHPs) are on hand to offer advice to callers in crisis or police officers engaging with a person with mental health issues, ensuring the most appropriate support is given from initial contact.

- We are committed to ensuring our staff are trained to recognise mental health or learning disabilities and understand the partnership support available to assist. We work closely with the College of Policing to identify skills gaps and training products available to maintain the knowledge and awareness of our staff.
Working with young people, including those who have been either victims of crime or offenders, to understand their needs and prevent them becoming involved in criminal activities.

Derbyshire Constabulary is committed to working with communities and partner agencies to identify and work with young persons who may find themselves on the cusp of criminal activities, either as victim or offender. Our Safer Neighbourhood youth officers are developing a ‘Children and Young Person’s Police Consultation Forum’ to support young people to become ambassadors within their schools.

Key elements of our work with young people include:

- Safer Neighbourhood teams embedded within communities to provide diversionary activities and educational inputs within schools and youth clubs to educate pupils and protect them from becoming victims or offenders in crime or anti-social behaviour.
- Officers seconded to youth offending teams working with young offenders to prevent future offending.
- Working with youth offending and social care teams as part of a multi-agency approach, to provide diversionary activities and workshops to young people within our communities.
- Police and partner agencies work with victims of crime and offenders to reach a positive outcome without entering the criminal justice system.
- Together with social care professionals, we identify vulnerable young people who may be susceptible to harm or likely to run away from home and ensure support is provided to reduce the risk of harm and offending.
- We use social media such as Facebook and Twitter, as well as working with schools, to deliver messages to educate children and young people about the dangers of cybercrime, online bullying and grooming. We support the National Crime Agency’s campaign called ‘Cyber Choices’ and our own force campaign ‘Protect Yourself Online’. Both are designed to aid understanding of what constitutes an offence and raise awareness of some of the steps people can take to stay safe. We have also run a number of virtual surgery lessons at schools, led by Safer Neighbourhood teams and aided by the Digital Media Investigators and our Digital PCSO. We seek to give young people the confidence to report such criminality through appropriate channels, providing details of support agencies available should they think they are a victim of online crime. The main aim is to help protect young people from becoming a victim of online crime in the future.
- We are currently working with partners in education to roll out the film Kayleigh’s Love Story in schools across the county. The film was produced by Leicestershire Police last year after a 15-year-old school girl was groomed online by a stranger and subsequently raped and murdered. The film will be accompanied by literature that will be handed to children with information about grooming and sexting, with helplines and support. Police officers will be in schools to help deliver the sessions.
We currently have 72 young police cadets between the ages of 13 and 18 years based at Derby, Chesterfield and Glossop. Leaders comprising police officers, PCSOs, police staff and police volunteers run weekly meetings and activities to help develop social and communication skills with attendance at numerous community engagement events such as:

- Crime prevention initiatives
- Voices in Action forum
- Leaflet drops
- Property marking
- Marshalling events
- Youth consultation panels
- Reassurance patrols

The scheme is being driven into the more deprived and diverse areas of the county and is designed to build trust and confidence and give young people a different opportunity in life. It allows attainment of the Duke of Edinburgh Silver Award plus input around the law with visits to the different areas of policing such as Task Force and dog section.
Our aim is to develop a police service which represents the diverse nature of its local communities, helps build trust, confidence and understanding and creates an environment where the ethos of policing by consent flourishes and genuine partnerships thrive.

As a force, we have used the recommendations within the Home Affairs Committee’s review of police diversity and the guidance from the College of Policing around lawful positive action. This has become a main priority for Derbyshire Constabulary within our recruitment drive and also internally within our promotion boards and for the retention of serving officers. The Select Committee highlights the benefits of learning from other forces, which we embrace. Our positive action officer is part of a national network which enables best practice to be shared.

**Key elements of our drive to become a more representative organisation include:**

- Focussing on the current police officer, PCSO, specials and police service volunteer recruitment campaigns and increasing BME representation across the workforce.

- There is a dedicated resource whose primary role is to increase our representation from diverse communities.

- Awareness events are regularly held, including an opportunity to meet local Safer Neighbourhood teams. Community champions have been recruited to talk to community groups about opportunities with the force; a dedicated positive action Twitter account and website have been set up and internal mentors have been recruited to support BME applicants through the recruitment process. We have also issued press releases and conducted media interviews.

- Dedicated events have been organised to engage hard to reach community groups, such as a community football tournament in Normanton and a family fun event in Shirebrook. Awareness raising events have been held in the community and a ‘webinar’ has been hosted on our force website to offer a question and answer opportunity.

- We have made changes to our entry requirements and a number of policies to ensure our recruitment is more inclusive.

- Current initiatives focus on community relationships and engagement and identifying internal representatives for each strand of the Equality Act and hate crime leads.
Derbyshire Constabulary fully recognises the potential for improvements in operational effectiveness that can be achieved through the use of technology.

New technologies present real opportunities and scope to positively affect our relationships with the communities we serve, better understand the challenges we face, improve our ability to investigate crime and increase officer visibility. The force strives to be at the forefront of police service use of new technologies, as we recognise the benefits they deliver in enabling us to provide a more responsive and effective service.

To achieve the maximum benefit we can from new technologies, the constabulary will:

• Develop our call handling infrastructure to better enable our communities to interact with us through digital, social media and other online platforms, in addition to contact with our call handling teams.

• Continue to develop our use of mobile technology to enable officers and staff to function effectively whilst out on patrol, improving the service offered to victims and witnesses at the point of contact and enhancing the time spent out in the community.

• Build on and develop our existing use of digital case files, digital pre-court processes and the provision of evidence by video links to ensure we are driving maximum efficiencies out of the criminal justice process and are achieving justice for victims of crime.

• Enhance and improve our social media and website presence to better enable our communities and partners to have contact with us through digital media. We will provide a service that meets the needs and expectations of modern society and ensures people can have contact with us through a variety of platforms.

• Develop digital transaction provision to allow the payment of licence fees and other payments to be made seamlessly.

• Work with our emergency service partners and other regional forces to introduce the Emergency Services Network (ESN) - a new national system which will take the service forward with a more dynamic and responsive operational communications provision.

• Alongside our regional force partners, continue to develop our combined crime, intelligence and criminal justice recording system (Niche) which enables effective sharing of intelligence across the region, enabling all five forces to respond effectively to criminality at the local, regional and national level.

• Continue to develop our command and control systems to ensure we can effectively deploy the right resource to the right incident at the right time. We will make use of technological developments to deploy officers and staff using voiceless despatch, which will improve the efficiency and effectiveness of our control room environment and provide a timely response to calls for service.

• Maintain an effective forward looking approach to new and emerging technologies, with the aim of responding to new opportunities and developments effectively and efficiently.
We are led by the chief constable who is accountable to the police and crime commissioner for our performance. Measuring and assessing performance is very complicated and it is important to have a meaningful non-bureaucratic process that ensures the public are being protected and officers and staff are being utilised against the greatest areas of risk and threat.

To assist the chief constable to discharge his statutory accountability, there are well-established performance arrangements in place at all levels of the force to ensure that the organisation continues to perform well across a wide range of policing activity. These arrangements both geographical (delivered through the structure of divisions and sections) and functional (delivered through specialist departments such as Crime Support) and are overseen by the respective chief officer lead. The chief officers formally report on performance in their areas of responsibility to the chief constable who in turn reports on consolidated force performance to the commissioner.

The performance reports include a huge range of measures including:

- Recorded crime rates
- Detection rates
- Measures of satisfaction and confidence
- Sickness
- Finance
- Staff monitoring around recruitment, retention, promotion, complaints, learning and development
- Specialist support such as firearms teams, dogs, roads policing
- Public protection, domestic violence, child abuse, sexual exploitation

We regularly produce accurate and timely performance monitoring information to assist managers to assess and analyse levels of past and current performance and to aid the process of operational and organisational decision-making. The monitoring information covers the full range of policing responsibilities from local policing through to more specialist areas of investigation.

Performance monitoring features prominently in strategic meetings involving the chief officer team and senior officers, through to the more tactical meetings held on divisions. It is also used at neighbourhood meetings where members of the public are able to discuss and scrutinise the success of their local policing teams in tackling local issues. In addition to being used during our regular performance reviews and those of our partners, performance information is also made widely accessible to the public through our website and other forums; making us more transparent and accountable to those we serve.