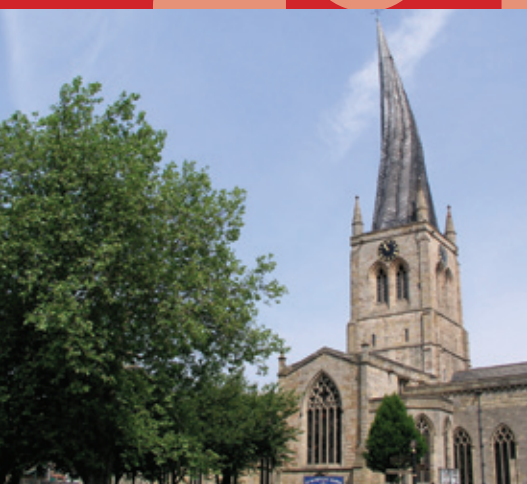


# Derbyshire Police and Crime Plan 2012-2017



# Derbyshire Police and Crime Plan 2012 - 2017

# Introduction

Welcome to the Police and Crime Commissioner for Derbyshire's first Police and Crime Plan. As your newly elected Commissioner, this Plan is really my opportunity to share my vision for local policing over the next four years and explain how I aim to deliver my election pledges. It also acts as a benchmark by which you will be able to measure success and judge the progress taking place in the county.

This Plan has been strongly influenced by the concerns and priorities you highlighted to me during my election campaign, the aspirations and goals of our partners within the wider criminal justice family, plus our national policing obligations. It has also been informed by the risks and threats facing this county as our demographic profile evolves.

Everyone involved in protecting the public in Derbyshire has an overarching aim to reduce offending and the good news is that our starting position is extremely favourable. I am very fortunate to have the opportunity of governing a lean, high-achieving organisation and the work we will undertake now is really aimed at building on these strong foundations and taking the success story even further.

Derbyshire is already a safe place to live. We are currently enjoying our ninth consecutive year of crime reduction. This means there are now 51,000 fewer victims of crime than there were in 2002/03 and that the county is now the safest in the East Midlands.

Keeping our streets as crime-free as possible is a hugely important task but it will not be my only motivation as we move forward. I am committed to driving forward a community safety agenda where partners from across the community safety, healthcare, emergency services and the Voluntary,

Community and Social Enterprise Sector can work together to provide a platform capable of reducing the cycle of crime and re-offending and tackling the causes of crime.

The unique expectations of this new role will see me becoming a facilitator between service providers, harnessing an effective, joined up multi-agency service that addresses the drivers of crime, prevents re-offending and improves the quality of life for families and communities.

I want to see a service that reflects the needs of victims and witnesses, one that is based upon actual experience. With the help of organisations such as Victim Support, I will be able to shape the way in which services are provided, prioritising the needs of those unfortunate enough to experience crime. I also intend to work with groups tackling addiction problems to assist vulnerable individuals and families to reset their lives.

Commissioning services, thereby bringing together appropriate providers to deliver a better service to those who need it, is a fundamental part of my role. I am determined to facilitate effective and strong relationships with health, education, social and criminal justice services and the local voluntary sector. Together we can identify better ways of working, reduce duplication and costs and direct more specialist resources at our problems.







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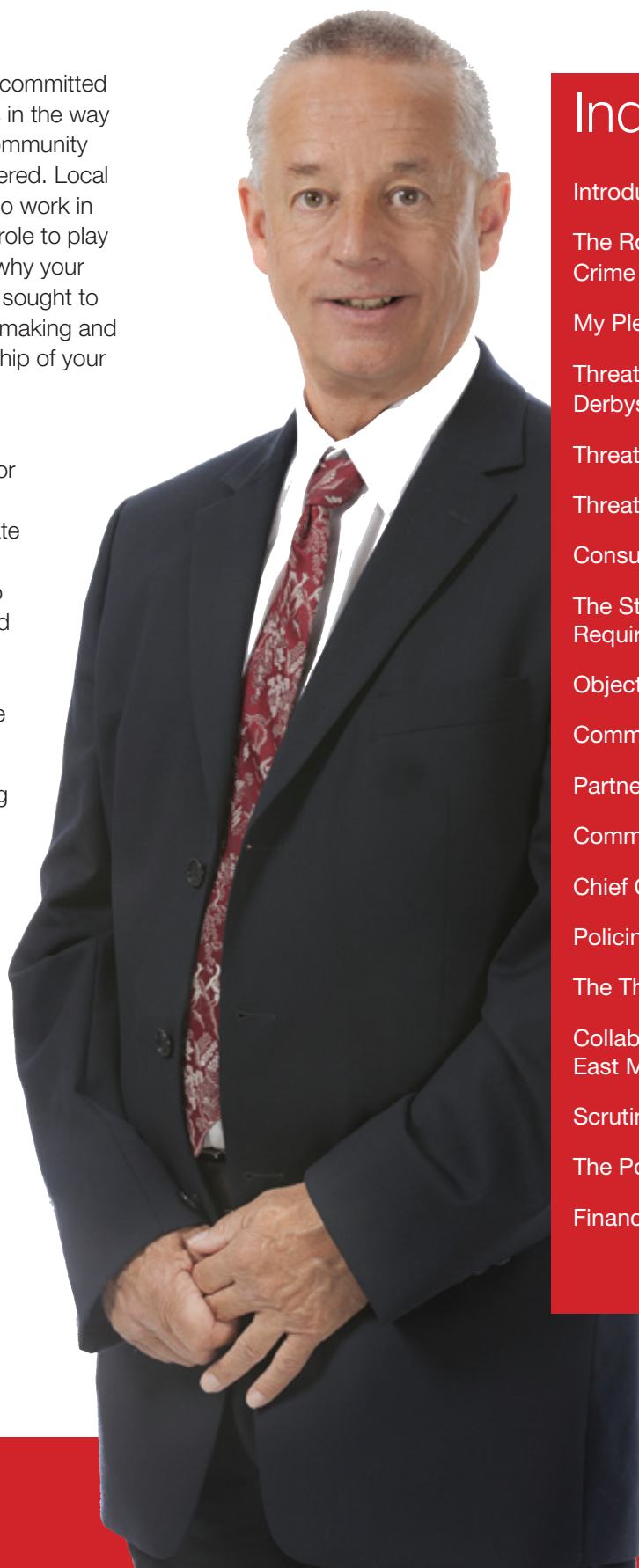
As Commissioner, I am committed to driving improvements in the way in which policing and community safety services are delivered. Local residents, and those who work in Derbyshire, have a vital role to play in this ambition. This is why your views will be continually sought to help guide my decision-making and ensure you take ownership of your police force.

The introduction of Commissioners is a major step for the police. My governance will create a stronger, more transparent approach to how crime is tackled and managed in the county and make the police more accountable to the public they serve.

I look forward to working with you and for you.

### **Alan Charles**

Police and Crime  
Commissioner



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# The Role of the Police and Crime Commissioner

Commissioners were introduced to ensure the policing needs of their communities are met as effectively as possible, bringing communities closer to the police, building confidence in the system and restoring trust.

As your Commissioner, my chief aim is to ensure policing within Derbyshire is as effective as possible and meets public expectations.

I will enable the pooling of resources to achieve shared outcomes, bringing together an abundance of specialist services involved in the fight against crime, for a collective, multi-agency approach to benefit local people.

I am also required to hold the Chief Constable to account for the performance of Derbyshire Constabulary and, when necessary challenge the Force to deliver change and make improvements.

Most importantly, I am here to represent you. I am your voice in the fight against crime and will listen to you on any issues that you have about policing and community safety.

I am not involved in operational decisions, which remain the responsibility of the Chief Constable. As always, decisions to arrest or prosecute alleged offenders will remain the responsibility of the Chief Constable and his officers.

## My main duties include:

- Holding the Chief Constable to account
- Setting and updating a Police and Crime Plan
- Setting the Force budget and council tax precept
- Regularly talking to our communities
- Appointing – and where necessary dismissing – the Chief Constable
- Commissioning the services of partner agencies to deliver a joined-up approach to crime, including the distribution of policing grants from central Government

Whilst we have distinct functions, both the Chief Constable and I as Commissioner share an overarching vision to drive down crime and raise public satisfaction and we will work closely together to achieve this vision.





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## My Pledges to you

Before I was elected as Commissioner, I outlined a series of promises in my manifesto to give you a clear idea of my vision for policing in Derbyshire and the key areas which, in my view, require improvement. These goals will have a high priority in the work we undertake over the next four years and will help shape the direction of policing.

I am utterly committed to fighting crime, protecting communities and supporting the Police.

I firmly believe in the power of neighbourhood policing, it is the backbone of the police service and I am determined to strengthen its delivery still further by maintaining Police Officer and PCSO numbers and increasing those numbers as soon as I can. To demonstrate my commitment to this pledge I have already reviewed the overall annual budget of the Office of the Police and Crime Commissioner compared to the costs of the previous Police Authority. In modernising the structure I have been able to save an immediate £100,000 which I have allocated straightaway to the Chief Constable, who has agreed to use this saving to fund the allocation of four additional PCSOs on front line duties.

In addition, I specifically pledged to:

- Fight against any further cuts to Derbyshire's police budget beyond those already announced
- To keep the Police and support services public so that Derbyshire Communities will benefit rather than private shareholders. Where we do need to work with specialist providers for items such as complex IT systems I shall ensure value for money and, where possible, efficiencies can be reinvested in policing

- Maintain community policing across Derbyshire - working with local Community Safety Partnerships to find local solutions to crime and antisocial behaviour problems
- Stand up for victims, vulnerable people, and take Domestic Abuse seriously - working with victims to improve the service provided in the future
- Ensure that robust procedures are in place to protect families and those suffering from incidents of Domestic Abuse and Hate Crime
- Work with Mental Health, Drug and Alcohol Abuse organisations to explore ways of early intervention to prevent entry to the criminal justice system
- Work with road safety professionals from the Police, Council and Highways Agency teams to improve road safety for all users
- Tackle wildlife crime and cruelty towards animals
- Ensure that local residents see value for money from the Police



# Threat and Risk in Derbyshire

In developing this Plan I have taken into account the principles that shape Derbyshire Constabulary's service delivery, the issues of concern raised through the annual Have Your Say events, the key local threats and risks to public safety identified through our partner threat and risk assessment and national issues highlighted in the Home Secretary's Strategic Policing requirement.

These, along with my manifesto commitments, will be where I will be putting most of my effort on your behalf and the benchmarks by which I will hold the Chief Constable to account.

## Guiding Principles

Derbyshire Constabulary has five guiding principles, which are relevant to the other agencies who also work to address crime and community safety.

- Reducing crime
- Attacking criminality
- Providing reassurance
- Protecting the vulnerable
- Delivering value for money







## Threats

It is important that in delivering the type of policing local communities want, resources and effort are placed where the need is greatest. To achieve this we need to work with Responsible Bodies and have due regard to their plans and priorities.

Following the annual briefing of partners, when we considered the current key threats to the safety of those who live, work and visit Derbyshire, we identified the seven most significant threats facing policing and community safety as follows:

- Alcohol-related crime
- Drugs
- Antisocial behaviour
- Safeguarding children
- Acquisitive crime and offender management
- Domestic abuse
- Organised crime groups

### Alcohol-related crime

Alcohol misuse is currently regarded as the top priority for Derbyshire Constabulary and it has featured in the risk and threat process since 2009. Several districts within the county are among the top ten areas in the East Midlands in relation to alcohol-related hospital admissions, many of which involve young people.

Derbyshire Constabulary and its partners are working hard to improve the situation, offering help to those who abuse alcohol and taking action against businesses which sell alcohol to underage customers.

I want to see early, multi-agency intervention policies adopted in order to tackle the underlying problems that cause people to turn to both problem drinking and crime.



## Drugs

Residents responding to Derbyshire Police Authority's public consultation questionnaire have consistently listed drug dealing as an area of great concern over recent years. This remains an identified significant risk and the Constabulary is tackling the problem by trying to reduce the demand for drugs in the county, restricting supply and supporting people who have become dependent on drugs.

Proactive units on each Division tackle local drug supply issues while people who deal in drugs and cause nuisance within the community are targeted by Safer Neighbourhood Teams.

The Force supports Lauren's Link and Supporting Parents of Drug Abusers (SPODA) - two key organisations offering support to people whose relatives abuse drugs.

## Antisocial Behaviour

Antisocial behaviour takes many forms, such as noise nuisance, criminal damage, littering and drug and alcohol misuse. A multi-agency IT case management system for antisocial behaviour is currently being procured and implemented throughout the county.

Every area in Derbyshire has its own Safer Neighbourhood policing team. The teams are dedicated to tackling the issues that most affect residents, including antisocial behaviour.

## Safeguarding Children

Protecting vulnerable children is of paramount importance to me, the Derbyshire Constabulary and its partners. The Force works in close partnership with other agencies in order to safeguard children.

Derbyshire has a dedicated specialist team at each Division investigating these offences; these teams are supported centrally by the Child Sexual Exploitation Team and a Central Referral Unit. The Unit receives around 5,000 referrals each year.

I have also pledged support for Barnardo's national 'Cut Them Free' campaign and proposals therein to combat the twin evils of child exploitation and sexual abuse.







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## Acquisitive crime and offender management

Acquisitive crime and offender management relates to offences where property is stolen or obtained fraudulently, including theft, burglary, vehicle crime and fraud. A large percentage of acquisitive crimes are committed by drug users, who use the proceeds to fund their addiction.

The Force and its partners manage offenders responsible for acquisitive crime through the integrated offender management (IOM) scheme. IOM targets offenders of most concern to their communities. The scheme also supports offenders to find employment and somewhere to live. This is an important area of work as offenders are three times more likely to re-offend without a stable address and employment opportunities. The programme manages them consistently and uses pooled, local resources to turn offenders away from crime, punishing and reforming them as appropriate.

## Domestic abuse

Tackling domestic abuse is one of my top priorities and formed part of my manifesto. Every minute in the UK an incident of domestic abuse is reported to the police. Although crime is falling in Derbyshire, domestic violence has risen, illustrating that more victims are prepared to come forward as they trust the police and have confidence that the case will be handled appropriately.

Domestic abuse remains a significant risk in Derbyshire and we must work together with appropriate organisations to stop the cycle of abuse and support victims on their journey to recovery.

In Derbyshire over the past year, the Force has implemented several domestic violence initiatives, including the introduction of a new risk assessment form and a multimedia awareness campaign around stalking. However, there is a need for greater understanding of the prevalence of forced marriage, honour-based violence and stalking and harassment. I am especially keen to work with community and voluntary groups to improve confidence in reporting and tackling the prevalence of domestic abuse.

There are many specialist agencies involved in supporting victims of domestic abuse appropriately and as Commissioner my aim will be to join up these services to provide an effective, unified service that embraces best practice.

## Organised Crime Groups

An Organised Crime Group (OCG) is defined as a group of people who work together to continually commit serious offences for profit, whether this is in the UK or abroad. OCGs are becoming increasingly sophisticated both in terms of their ability to avoid detection by the police and in how they protect their finances. There are currently 62 groups in Derbyshire, spanning all types of crime, requiring expert resources to gather intelligence, collect evidence to ensure the best chance of conviction for significant jail terms.

Derbyshire Constabulary has demonstrated over the years a great deal of success in tracking and tackling this type of sophisticated criminal gang. For example, Operation Retriever - the painstaking enquiry into the grooming and sexual exploitation of young girls. The public are often unaware of on-going investigations or the resources required to carry them out. I shall, on your behalf, ensure that organised crime, for example human trafficking and importation of drugs, continues to be dealt with and that resources are applied in the most efficient value for money way to get the best results and to keep you safe.

## Threats and Risks

Decisions by the Chief Constable around resource allocations and operational priorities are informed by significant threats to the safety of the residents in Derbyshire. This year has seen some emerging threats and along with some that already exist such as drugs and domestic abuse have increased the pressure on resources.

These new threats pose a further risk to our safety and increase in crime levels; Specifically for 2013/14:

- Cyber crime
- New and emerging communities
- Economic crime

### Cyber crime

Cyber Crime is an area of rapid growth and costs the UK approximately £27 billion a year. These offences are defined as those which are “committed against individuals or groups of individuals with a criminal motive to intentionally harm the reputation of the victim or cause physical or mental harm to the victim directly or indirectly, using modern telecommunication networks such as Internet (Chat rooms, emails, notice boards and social media) and mobile phones (SMS/MMS)”.

Children and young people can easily get sucked into a spiral of dangerous activity via on-line ‘friends’ which can have devastating effects on them and their families. Equally child pornography, often peddled through the internet, must be tackled and those responsible brought to justice.

Cyber crime is a traditionally challenging offence to investigate and suffers from under-reporting from victims. In Derbyshire, we are utilising a raft of investigative measures including plain-clothed officers, highly trained computer analysts and cyber crime specialists to target these offenders.





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### New and emerging communities

Derbyshire's new and emerging communities is another area which represents challenges to day-to-day policing. It is recognised that there are emerging tensions between established and new communities, which can lead to hate crime and other criminal activities. There are now 27 countries that are members of the European Union and the diversity of Derbyshire is constantly changing. For example, there are more than 80 nationalities residing in the Pear Tree section on D Division alone. More than 71 languages are spoken and there are 15,000 people that do not speak English as their first language.

This is of particular relevance in Derby City and I will work in partnership with the City Council and the Constabulary to better understand the opportunities and challenges that the emerging communities bring.

### Economic crime

It is estimated that the UK economy loses £73 billion each year through fraud.

The threat from fraud is growing at an alarming rate, aided significantly by society's increasing use of the internet.

Derbyshire's Economic Crime Unit is a busy unit dealing with numerous cases at any one time. The Unit uses the Proceeds of Crime Act (POCA) to pursue criminals through the courts in order to confiscate their ill-gotten gains. It means anyone who profits from crime runs the risk of losing the financial and lifestyle gains they have enjoyed. Those who have been stripped of their assets face a future of further confiscations should they ever return to crime.

Currently 18.75% of POCA assets are fed back into policing in Derbyshire.





## Consulting with the Public

The 'Have Your Say' programme is the county's largest annual police consultation and helps us to understand the concerns of the public as well as offer solutions on the spot, as those attending are able to have one-to-one discussions with the people responsible for fighting crime in their neighbourhoods.

I will be pursuing every opportunity for joint community engagement events with the Chief Constable or other officers of the Constabulary.

This year, the Police Authority and the Constabulary ran a series of ten events covering each of the nine local authority areas in Derbyshire. These were specifically focused on gaining views about antisocial behaviour.

A total of 2,462 responses were received. The results show an overwhelming majority of people (eight in ten) feel very or fairly safe living in Derbyshire. They also reveal acting on incidents of antisocial behaviour and tackling youth problems are high on the public's agenda.

The data has been analysed to identify trends and geographical variations and we have been able to identify a set of local priorities, the top five of which are below:

- Speeding
- Inconsiderate parking and other traffic issues
- Drug related activity
- Underage drinking
- Young people congregating

These themes have been found to be consistent across the county and over a number of years of engagement.

The results from 'Have Your Say' are fed directly back to the Force so that all Police Officers not only understand the concerns of local communities, but also have an oversight of some of the trends occurring throughout the county. This data is also shared with Community Safety Partnerships and other partners at the annual strategic risk seminar when the community safety priorities for Derbyshire are identified.





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The survey is one of the most valuable ways in which we understand public need and expectation. I will continue to utilise the 'Have Your Say' scheme in the future to provide us with this important insight.

As Commissioner, I will also actively seek out your views, through a wide variety of surveys, face to face meetings, surgeries and public walkabouts with local councillors, so that you can tell me your story.

I will also consult regularly with your local councillors across the county to ensure that issues in their Wards are raised and tackled appropriately. Local councillors have a wealth of local knowledge and understanding and, as such, can make an invaluable contribution to community safety.

In addition, the Safer Neighbourhood Teams will continue to work with you to identify the priority areas for policing where you live. This is an important element of the policing mix and I know how important the accessibility of these teams is to you.



# The Strategic Policing Requirement

The Strategic Policing Requirement (SPR) is a statutory requirement issued by the Home Secretary. The purpose of the SPR is to ensure that Police Forces, Police and Crime Commissioners and Chief Constables do not simply provide policing at the local level. The complexity of policing across England and Wales means that there are a number of national requirements towards which local forces have to contribute. These national requirements, risks and threats may not always manifest themselves in the local force. However, it is part of the UK policing model that forces support one another in delivering at the national level.

The SPR covers a number of areas namely:

- Terrorism
- Other civil emergencies that require a response across police force boundaries
- Organised crime
- Threats to public order or public safety incidents which cannot be managed by a single force acting alone
- A large-scale cyber incident

Examples of this recently have been seen where UK policing mobilised enormous numbers of officers to respond to the inner city disturbances of August 2011 and how all forces contributed officers to ensure the safe policing of the Olympics and Paralympics in the summer of 2012. There is also the need to provide officers and staff to tackle terrorist activity which takes place across the UK and to provide specialist officers with covert skills to tackle serious and organised criminality which crosses force borders.

In discharging the responsibilities against the SPR, it is the duty of the Chief Constable, held to account by the Police and Crime Commissioner, to ensure that the force has the necessary capacity and capability within the force structure to respond to these threats at a local level and to support the national requirement. In providing that the requisite resources are available at the local level, the force must ensure that these officers and staff are able to work seamlessly with officers and staff from other forces, meaning that they are trained to a standard level and that they are, in effect, interoperable teams. The requirement means that there has to be a consistency in terms of training, tactics, equipment and command. Whilst the threats within the SPR will not necessarily be manifested locally, there are many times that Derbyshire will benefit by being able to call upon national support for a high level local incident.





# Objectives

This Plan provides the building blocks upon which we will base performance and strive for the maintenance of confidence and trust in the police. My objectives will be the motivation behind everything we do during the next four years, influencing our decisions and the attitudes and actions of our staff, officers and partners.

Success will be measured by continual improvement on this year's baseline performance figures.

## 1. Work to improve the support provided to victims and witnesses

### I will do this by:

- Helping agencies to identify and support high risk victims:
  - to get it right the moment a call comes in
  - by improving our understanding of the experiences of victims
  - by taking their problems seriously
- Taking note of the Home Office's intention to improve the way antisocial behaviour is measured in the Crime Survey for England and Wales to a measure based on people's actual experience
- Preventing hate crime happening by:
  - challenging the attitudes and behaviours that foster hatred
  - encouraging early intervention to reduce the risk of incidents escalating
  - increasing the reporting of hate crime by building victims' confidence to come forward and seek justice
  - working with partners at national and local level to ensure the right support is available when incidents are reported
  - working with the agencies that make up the Criminal Justice System to improve the operational response to hate crime; achieving a more effective end-to-end process, with agencies identifying hate crimes early, managing cases jointly and dealing with offenders robustly
- Improving awareness of commissioned victim services amongst the general public as an ongoing area for development
- be open and accountable to victims and witnesses, seeking out and acting on their views
- ensure that victims and witnesses get the high quality help and support they need, when they need it
- make the police more victim-focused and more effective at meeting their needs
- help victims and witnesses to have a louder voice in the wider criminal justice system, and the community
- constantly improve the experience of victims



**2. Work to provide strong and effective partnership working with organisations such as Neighbourhood Watch and the Voluntary, Community and Social Enterprise Sector to facilitate greater impact and use of resources**

**I will do this by:**

- Commissioning external services, which will directly help us meet goals
  - to improve public safety
  - ensure the public receives good value for money
- Working with all corners of the community to listen, learn and shape the delivery of services
- Enabling links with partners, the Safeguarding and Health and Wellbeing Boards to ensure that the Force exercises its duties in relation to community safety
- Making best use of commissioning services to support youth offending teams, restorative justice, drug and alcohol issues and domestic abuse

**3. Work to keep people, particularly the most vulnerable in our communities, safe from harm, antisocial behaviour and criminal activities**

**I will do this by:**

- Supporting the Chief Constable where he provides frontline professionals more freedom, so that they can use their discretion and common sense, including using informal measures such as restorative or reparative approaches, or Acceptable Behaviour Contracts where appropriate
- Coordinating stakeholders engaged with the prevention and reduction of domestic violence and any proven intervention programmes
- Making it easier to demonstrate the harm caused to victims and communities as a result of antisocial behaviour, examining the impact of the introduction of Community Harm Statements, which will ensure that terrorised community voices are heard and will inform agencies' decisions on what action to take
- Improving information sharing across agencies in relation to a number of priority areas.  
I will examine the on-going work regarding an antisocial behaviour

multi-agency computerised case management system, funded by the Constabulary for the first year

- Examining work underway to identify the cost savings in relation to the success of Integrated Offender Management with a view to sustaining the commitment to offender management and identifying any further developments in enhancing the approach
- Supporting the work underway to tackle child sexual exploitation across the County with regard to the Action Plan being developed under the Governance of the Children's Trust
- Increasing, sustaining and simplifying services and interventions in antisocial behaviour. Providing a more targeted and more responsive service and tackling long-term issues such as troubled/problem families alongside short-term neighbourhood issues
- Monitoring the impact of the Derby City Neighbourhood Partnership successfully joining the Home Office's Ending Gang and Youth Violence Programme. This is a programme designed to provide targeted intervention, routes out of gangs and criminal activity for offenders and further build resilience in the community



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#### **4. Work to support local policing and maintain current strength, distributing resources into places of greatest need**

##### **I will do this by:**

- Supporting people and communities in establishing what is and isn't acceptable locally and where I think necessary, to bring agencies together
- Examining the possibility of introducing a Community Trigger, which will give victims and communities the right to require action to be taken where a persistent problem has not been addressed. Giving victims and communities the power to ensure action is taken
- Engaging communities and ensuring local people are well informed and can influence policing and community safety decisions in their local neighbourhood
- Considering and identifying local solutions to community tensions regarding new communities, asking that resources are targeted according to greatest need

#### **5. Work to drive continual improvement in performance through a robust performance framework that identifies key risks and Manifesto priorities**

##### **I will do this by:**

- Regular analysis of performance data
- Holding the Chief Constable to account on issues of performance, receiving explanations on a regular basis to determine progress, efficiency and value for money considerations including effective partnership working
- Considering new ways of reducing and preventing domestic burglary, particularly in the City of Derby and rural crime particularly agricultural plant, metal and diesel thefts

#### **6. Encourage further investigation into the issues surrounding alcohol-related crime and harm; explore ways to intervene early to prevent it – with support from our partners**

##### **I will do this by:**

- Working to focus all partners, licensing authorities and stakeholders, including licensees, on long-term solutions

to antisocial behaviour by addressing the issues that drive much of it – binge drinking, drug use, mental health issues and troubled family backgrounds

- Supporting the volunteer Independent Custody Visitors Scheme to monitor and note their comments to secure improvement
- Working with agencies in regard to detained persons who have presented with mental or ill health, alcohol or drug related issues and sign posting towards helpful interventions to prevent re-offending
- Engaging with local authorities to use their full range of powers, including powers to impose, maintain and strengthen cumulative impact polices and to consider early morning restriction orders
- Ensuring that the NHS plays its full part providing high quality de-personalised data from A&E on precise community violence locations and senior practitioners participate on strategic groups where crime prevention decisions are made
- Ensuring that alcohol treatment services are commissioned and fully accessible to both victims and offenders



## Commitment to Equality

As Commissioner, I am responsible for holding the Chief Constable to account with regard to the public sector equality duty, which replaces the historic individual duties covering race, disability and gender issues.

The high standard of equality information published by Derbyshire Constabulary has been highlighted by the Equality and Human Rights Commission (EHRC). In its review of public bodies' equality information and objectives, the EHRC showed how Derbyshire Constabulary carries out its duty to publish the information, and how it monitors data ranging from stop and searches to hate crime and domestic violence.

The Commission noted that all the equality information provided by the Force on its service users follows the same clear structure. It also highlighted how, by gathering information on actual service users, the Force can better understand how it is performing. Furthermore, by drawing on its information on potential service users, it can better understand, plan and respond to changing demands.





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## Partnerships

Partnership working and collaboration lies at the heart of the work to reduce crime and link up appropriate organisations. This is a fundamental aspect of my work as Commissioner.

In order to have a lasting impact on crime rates in the county we clearly need to address the social factors behind offending. This holistic approach is crucial to the new policing landscape and as Commissioner I intend to work closely with a broad range of partners as well as our local communities, both urban and rural, to achieve permanent improvement and secure the delivery of this Plan.

To this end, I intend to create a pilot Community Grants Fund worth £250,000 where bids for finance can be made for projects that will support my Police and Crime Plan objectives.

Key partners in the work to reduce crime, help victims and enhance community safety include Derbyshire Constabulary, local authorities and Community Safety Partnerships, the Local Criminal Justice Board, Derbyshire Probation Trust, Victim Support, Adult and Children Safeguarding Boards, County and

City Health and Well-Being Boards, other emergency services and third sector voluntary and community groups.

We all share an interest in improving outcomes and services in a range of areas from community safety and youth justice to health, safeguarding and civil contingencies.

The Safer Derbyshire Partnership, managed by the County Council, has responsibility for ensuring that plans are in place in the county to deliver outcomes in relation to the identified community safety priorities. The eight Community Safety Partnerships (CSPs) across the county are able to utilise Safer Derbyshire resources to identify areas of work which can be shared in order to work more closely on specific issues.

Community safety in the city is managed within the City Council department of City and Neighbourhood Partnerships (DCNP). This new department is a merger of the Community Safety Partnership, the local strategic partnership and neighbourhood management.

CSPs are at the centre of efforts to combat crime and disorder and bring together representatives from a number of organisations such as local authorities, the Police, the Fire and Rescue Service, the Probation Service, the NHS as well as other private and voluntary sector organisations.

CSPs are aligned with local authority boundaries and each has a Force lead, in Derbyshire's case the local Divisional Police Commander. Community Safety partner organisations undertake annual strategic assessments and prepare a three-year rolling Community Safety Plan to tackle crime, disorder and drug misuse through addressing underlying social and environmental problems that contribute to crime and antisocial behaviour. These shared priorities and objectives are reflected in this Plan and will influence the strategic direction of policing.

It is important to empower local residents and I shall be supporting the contribution made by Neighbourhood Watch in helping to reduce crime and anti-social behaviour, which is considerable. They support the police and good communication links between the two is vital. They are also innovative, for example working with the local authority in environmental issues such as littering and dog fouling and with young people in supporting diversionary activities.

As Commissioner, I have already signed up to the Victim Support Pledges which will help safeguard and improve help for everyone affected by crime.

## Commissioning Services

My remit as Commissioner is to cut crime and as such I have commissioning powers and funding to enable me to do this.

While I will have the funding to make grants to organisations to enable them to provide services, the unique responsibilities of my role mean that I act as a facilitator between the different agencies, ensuring that they work together to provide good value for money to the public.

There is a need to develop a common approach to community safety issues and I will work closely with other local leaders in the area to identify more effective working arrangements and pool together our resources to solve local problems and priorities.

A commissioning framework has already been developed in the county with the aim of establishing clear, effective and transparent processes for assessing community safety needs and ensuring adequate funding is in place to meet these through the awards of contracts and grants. As Commissioner, I will award grants to organisations and bodies that support the collective community safety priorities outlined in this Plan.

The framework takes into account partnership structures and also the involvement of both the Statutory and the Voluntary Community and Social Enterprise Sectors in the planning, commissioning and delivery of services.







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## Chief Constable's Comment

We are immensely proud that in 2011/12 the Force, with our partners, achieved our ninth consecutive year of crime reduction, with more than 51,000 fewer victims of crime than in 2002/03. This impressive performance illustrates why Derbyshire is now the safest county in the East Midlands region and remains one of the safest counties in the country.

Over this period we are particularly pleased that burglary has more than halved, vehicle crime is down two thirds and criminal damage is down by more than a third. Violent crime and antisocial behaviour are also decreasing. The proportion of offences solved continues to increase with more than a third of all offences resulting in a criminal justice or restorative justice outcome.

Following the Comprehensive Spending Review (CSR) and the grant settlement announced in December 2010, we have a renewed focus on providing an efficient and effective service. As a result of the foresight and prudential financial planning, in the last two years we have delivered £16m of savings from the £20m budget gap. Despite the continuing funding pressures, the constabulary has still managed to enhance the service it provides.

Even through these tough financial times our commitment to the communities that we serve is unwavering, and is simply to always deliver a high quality policing service. Our mission still remains the same and our message is that policing always has been and still remains about protecting vulnerable people, attacking criminality, reducing crime, providing reassurance and delivering value for money.

### Mick Creedon

Chief Constable



# Policing Derbyshire

Derbyshire is a unique county spanning an area of more than 1,000 square miles. It is hugely diverse in landscape, encompassing the rural areas of the High Peak, Derbyshire Dales and the Derwent Valley, a World Heritage Site, as well as old mining communities, modern towns and business centres. The county's stunning scenery attracts a significant amount of tourism throughout the year.

Derbyshire's population is as diverse as its landscape and Derbyshire is home to many vibrant cultures. There are more than 70 different languages spoken in the cosmopolitan city of Derby alone.

6.7% of the Derbyshire population overall is from a Black and Minority Ethnic (BME) background, which equates to around 69,000 residents out of a total of just over 1 million. There are significant differences between the county, which has a BME population of 2.5%, and the City, which has just under 20%.

## City and county breakdown:

	White	BME	%BME
City	199,751	49,001	19.7%
County	750,094	19,592	2.5%

Source: Office of National Statistics (ONS) November 2011 Census, released on the 11th December 2012.

Policing needs to reflect these differences and my aim is to encourage greater involvement from our diverse communities, to try and understand their needs more clearly. As Commissioner, I will maintain policies to ensure we are fair, inclusive and tolerant of all minority communities. Our demographic profile is becoming more diverse every day and as I outlined in my manifesto pledge I want to ensure the equality agenda is a high priority and meets the expectations of these communities.





## The Three Divisions

Each of our three Divisions B, C and D, face unique challenges and each requires a tailor-made policing approach.

### B Division

This Division falls under the direction of Chief Superintendent Gary Knighton, Divisional Commander, and encompasses the rich heritage and beautiful natural backdrop covered by the Derbyshire Dales and High Peak areas of Derbyshire. Half of Derbyshire falls within this Division from the East Staffordshire border in the south, through the Peak District National Park, which attracts over 8 million visitors per year, to the borders of Greater Manchester and South Yorkshire. It is a predominantly rural community of 164,000 spread throughout the many villages of the Peak District and towns of Glossop, New Mills, Chapel-en-le-Frith, Buxton, Bakewell, Matlock and Ashbourne.

Policing this vast area has its difficulties due to the isolation of some communities, the road network and the winter weather. On the plus side, the Division is a low-crime area which has seen year on year reductions in crime and antisocial behaviour.

In 2011/12, the area saw a 10.2% reduction in crime, meaning that there were 769 fewer victims of crime. Meanwhile, more than 35% of crimes were detected. Many of these offenders appeared in court, with others dealt with through Restorative Justice which takes into account the wishes of the victim for some form of reparation by the offender. To reduce offending further in the Division, the Constabulary has worked closely with the Probation Service through the Integrated Offender Management Scheme, which has had a major impact on the rate of crime committed by the most prolific offenders. Antisocial behaviour incidents have also reduced by 17%, which means that 1,281 fewer incidents were reported than in the previous twelve months.

While the Division is a safe, low crime area, it borders Greater Manchester and South Yorkshire, which presents the Force with the challenges posed by cross-border and organised criminals. Police in the Division have risen to the challenge by actively targeting criminals through the joint efforts of Safer Neighbourhood Teams, CID, Operational Support Team, disrupt their criminality.

To personalise the policing approach in Buxton, regular community forums are held to gather feedback from the public and allow residents direct access to senior officers. This community engagement has been expanded further still with the launch of Derbyshire Alert which provides an e-forum for those unable to attend these meetings.





## C Division

Chief Superintendent Karl Smethem is Divisional Commander for Chesterfield Division (C Division) which stretches from the outskirts of Derby in the south to the edge Sheffield in the north and borders Nottinghamshire to the east. The area, which incorporates a large number of market towns, villages, and has a population of around 400,000, is distinguished by its mining and engineering heritage and has a strong community spirit.

The Division is split into four policing sections, Chesterfield, Amber Valley, North East Derbyshire and Bolsover. Each of the four sections is headed by an inspector whose responsibility is to ensure that their area receives a 24-hour policing service.



Policing is carried out using a combination of reactive, neighbourhood and investigative teams, and priorities are focused on issues outlined by the community.

Many of the operations undertaken in the Division are proactive and involve the support of local residents and other agencies. For example, an on-going initiative to tackle night time economy crime and disorder has seen Chesterfield town centre's violence reduce by half. This project has seen the Council Licensing Department, Derbyshire Fire and Rescue Service, Pubwatch and Trading Standards working closely together to achieve this outcome.

While the Division has not escaped the public service cuts, it has seen reductions in crime and antisocial behaviour for the ninth year in a row. In 2011/12, the Division saw a 5.6% reduction in crime (1,254 fewer victims of crime). Meanwhile, more than 36% of crimes were detected and antisocial behaviour incidents were reduced by 6.8% (1,539 fewer incidents were reported than in the previous twelve months).

Working closely together with partners and the community has delivered impressive results in the Division and there is no doubt that even stronger relationships will be forged in the future as we look to improve services.

## D Division

Derby Division (D Division), led by Chief Superintendent Jack Atwal, Divisional Commander, covers a residential population of more than 455,000 across Derby City, Erewash and South Derbyshire. Of all the Divisions, Derby is perhaps the most complex and challenging simply through the differing needs of its communities. However, the Force has witnessed considerable success in driving down crime and plans are in place to continue the good work. Another positive step is the fact that current data shows more people are satisfied with the policing service in the Division.

A host of specialist operations are on-going within D Division including Operation Redshank, set up in January 2008 in response to a rise in firearm discharges in Derby City in 2007/08. The work of the team, led by a senior investigating officer, includes building intelligence as well as investigating and carrying out specific operations against individuals and groups in the City linked to the use and possession of guns.

The Division's 31 Safer Neighbourhood Teams will continue to work closely with communities and partners in the future to address the emerging threats within the area and ensure the Police remain visible and accessible to the public at all times.





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fighting crime

## Collaboration within the East Midlands

Police Forces in the East Midlands (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire) have been working together formally and informally for more than a decade. This innovative work has greatly enhanced capacity to tackle crime and has also helped to deliver significant savings.

The East Midlands Police Collaboration Team (EMPCT) was set up to oversee this programme of work and has:

- Created the most substantial anti-crime collaboration in the UK
- Strengthened resilience
- Increased capability
- Reduced bureaucracy
- Set out to reduce the costs of policing by £72 million

Collaboration is delivered in line with the following principles:

- Local policing will remain local
- Collaboration in operational and non-operational support services should be sought
- Benefits and costs of working collaboratively will be shared between the five Forces

With Government funding likely to remain tight in the years ahead, collaboration will continue to play a fundamental role. A number of projects within the East Midlands Police Collaboration Programme have been approved and are being developed to reduce costs and enhance capacity and capability including scientific support, professional standards, information and communication technologies, procurement, legal services and major crime.

An example of one of the projects delivered last year by the East Midlands Police Collaboration Programme was the implementation of a Regional Review Unit that will save Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire Police Forces over £300,000. The unit will review undetected homicides, domestic murders, murder of vulnerable people, stranger rapes, non-stop fatal road traffic collisions, cold case rapes and cold case murders on behalf of all five Forces.

It will be important to me to ensure that efficiencies and increased service provision remain at the heart of collaboration and I shall be working with my Commissioner colleagues from around the East Midlands to ensure that this takes place. I will review the collaborative projects in place to ensure they are delivering in line with the Business Plan at the time of implementation.



## Scrutiny and Governance

The new governance arrangements are aimed at reducing bureaucracy, promoting transparent decision-making and enabling the new local policing body to have a structured approach to assessing the delivery of the Police and Crime Plan's priorities.

Derbyshire's Strategic Governance Board (SGB) provides the framework of governance. All SGB meeting agendas will be published in advance to evidence to the Police and Crime Panel as well as the public that the Commissioner is carrying out his duty in holding the Chief Constable to account. The Strategic Governance Board meetings are open to the public and will be held across the county so members of the public are able to see decision making and scrutiny in action.

The Policing Protocol Order 2011 requires all parties to abide by the seven Nolan principles of selflessness, integrity, objectivity, accountability, openness, honesty and integrity, and leadership. All parties must also have regard to The Financial Management Code of Practice.

This is particularly relevant given the requirement of the Commissioner to hold the police fund and establish a minimum budget.

In order to achieve my overarching objective of maintaining and securing an efficient and effective police force, both the Chief Constable and I will meet regularly to discuss topics.

Legislation requires that information on decision making is provided to the public to enable them to assess that we are both exercising our functions in the correct manner and that I am effectively holding the Chief Constable to account. The official website of the Police and Crime Commissioner for Derbyshire - [www.derbyshire-pcc.gov.uk](http://www.derbyshire-pcc.gov.uk) - is where the public can see not only my decisions and meeting papers, but a wide range of other useful information.

The Joint Audit, Risk and Assurance Committee (JARAC) has also been established to provide further assurance that the risk management and the internal control framework operated by the Chief Constable and I is adequate, our governance arrangements, including providing value for money, are effective and that the financial reporting process is sound. The JARAC will meet four times a year.





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## The Police and Crime Panel

The Commissioner's work will be scrutinised by a Police and Crime Panel (PCP) made up of 13 representatives from local authorities across Derbyshire, plus two independent members.

### This Panel can:

- Require the Commissioner to respond to any concerns it has
- Make recommendations on the Police and Crime Plan and Annual Reports
- Veto the Commissioner's appointment of the next Chief Constable
- Veto the level of council tax the Commissioner sets for policing

In addition to providing a check on the Commissioner's work, the Panel will help the Commissioner to work effectively with local partners and ensure greater accountability and transparency.

## Finance and Resources

### The Commissioner's Budget

The gross expenditure for 2012/13 was £172.4m. The approved gross expenditure for 2013/14 is £171.4m, which equates to a 0.6% decrease compared to 2012/13. Further details of the budget and the commissioner's financial plans are available on the website <http://www.derbyshire-pcc.gov.uk/Public-Information/How-your-money-is-spent.aspx>. However, this budget includes the new Community Safety Fund grant of £981,000, which is a transfer of resources from other funding streams supporting services within Derbyshire.

The total budget (along with the three to four additional PCSOs recruited from the savings I have already made from my own office) allocated to the Constabulary will allow the continuation of its Police Officer recruitment during the year so that numbers are maintained at their current level. The anticipated annual recruitment is 60 Police Officers and 15 PCSOs.

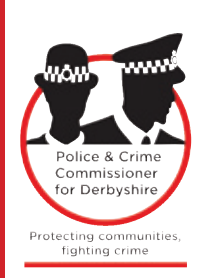
### Capital

The Capital Programme contains my spending plans for maintaining and enhancing fixed assets – such as land and buildings, vehicles and major IT systems.

The Capital Programme of £23.2m covers the four year period 2013/14 to 2016/17. It includes investment in 'Invest to Save' schemes designed to deliver long-term savings in on-going expenditure.

The recent austerity measures implemented by the Government have had an even greater impact on funding for capital projects than they have for revenue spending. This means that I will have to use resources – in the form of Reserves prudently accumulated over a number of years – to support capital spending to a greater extent than previously planned. The last two years of the Programme also rely on being able to generate funding by disposing of surplus land and buildings.





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