

POLICE AND CRIME PANEL

22nd MARCH 2018

REPORT OF THE POLICE AND CRIME COMMISSIONER FOR DERBYSHIRE

Proposed Changes to the Police and Crime Plan for Derbyshire

1. PURPOSE OF THE REPORT

- 1.1 To inform the Police & Crime Panel of a proposed change to the Police and Crime Plan for Derbyshire 2016-21.

2. BACKGROUND

- 2.1 The Police Reform and Social Responsibility Act 2011 (PRSRA) requires the Police and Crime Commissioner (the Commissioner) to issue a Police and Crime Plan.
- 2.2 In line with this requirement a Police and Crime Plan for Derbyshire (2016-21) was duly published.
- 2.3 The PRSRA allows for the Commissioner to vary the plan at any time, subject to the following:
- (6) Before issuing or varying a police and crime plan, a police and crime commissioner must –
- a) prepare a draft of the plan or variation
 - b) consult the relevant chief constable in preparing the draft plan or variation,
 - c) send the draft plan or variation to the relevant police and crime panel,
 - d) have regard to any report or recommendations made by the panel in relation to the draft plan or variations (see section 28(3)),
 - e) give the panel a response to any such report or recommendations, and
 - f) publish any such response.
- 2.4 The Commissioner has a duty under section 9(a) of the PRSRA to keep the police and crime plan under review.
- 2.5 Pursuant to the above duty the Commissioner is seeking to vary the Police and Crime Plan by removing one of the existing strategic priorities and replacing it with a new priority that reflects the continuing threat posed by cyber and cyber-enabled crime.
- 2.6 The Commissioner has consulted with the Chief Constable the proposed variations, and the Chief Constable is in agreement.
- 2.7 A full revised version of the plan can be found at Appendix A of this report.

3.0 PROPOSED VARIATIONS TO THE POLICE & CRIME PLAN

3.1 The current Police and Crime Plan (2016-21) contains seven Strategic Priorities, Priority 2 talks about the provision of strong and effective partnership.

3.2 The Priority is supported by eight sub-objectives:

Working to provide strong and effective partnership working

- a) I will financially support services/provisions that help to improve public safety and tackle Anti-Social Behaviour
- b) I will provide support, challenge and leadership to ensure that partners work together to deliver services that represent value for money to the public, including the development of co-commissioning arrangements where appropriate
- c) I will work with voluntary and community organisations to deliver local responses to issues that affect local communities
- d) I will work with organisations such as Neighbourhood Watch to share information about crime and community safety to allow communities to keep themselves safe
- e) I will work with the Business Community to better understand their crime-related concerns and work with them to help them prevent themselves becoming victims of crime
- f) I will work with those in rural areas to share information about how they can prevent rural, heritage and wildlife crime
- g) I will play an active role within local partnership arrangements such as the Safeguarding Boards, Health and Wellbeing Boards and local Criminal Justice Board
- h) I will actively seek the views of the diverse communities that live and work in Derbyshire to help develop and review the delivery of services

3.3 Later in the plan is a section called 'A Partnership Approach' that reads:

A PARTNERSHIP APPROACH

Partnership working and a collaborative approach must be considered fundamental issues at the heart of any work to reduce crime and support those who become victims of crime. I believe that as Commissioner I am uniquely placed to be able to bring a diverse range of partners together and provide the leadership, where required, to help develop and deliver sustainable solutions.

To have a lasting impact on crime rates in the County I am going to bring together a wide range of partners to help tackle the social factors that lie behind offending behaviour. Through my years as a Probation Officer I have seen time and time again how social inequalities have a massive impact on an individual's behaviour and their impact upon communities.

Thinking about a list of key partners could be said to be endless, and the following list is by no means exhaustive, but key partners will include:

- Derbyshire Constabulary
- Local Authorities
- Criminal Justice Partners
- Community Safety Partnerships
- Derbyshire Criminal Justice Board
- Our local Community Rehabilitation Company
- National Probation Service
- Safeguarding Boards for both children and adults
- Health and Wellbeing Boards
- Other emergency services, in particular our partners within the Fire and Rescue Service
- Health partners including the Clinical Commissioning Groups and NHS England
- Neighbourhood Watch (and other Watch schemes)
- Our numerous Voluntary Sector partners delivering support on the frontline
- Fellow Commissioners – both regionally and nationally

Traditionally when talking about partnership working, the partners involved will come from the public, private or voluntary sectors, and their input and impact should never be underestimated, but I think there are other key partners and stakeholders who are sometimes left out of the development of solutions – individuals and communities. As I seek to deliver against my promises and strategic objectives I will be challenging individuals and communities to become part of the solution.

Whilst working as the Deputy Commissioner I was part of a scoping exercise into victim services commissioned by the Commissioner. Two of the key findings from this piece of work were that partners welcomed the neutral, pan-Derbyshire leadership that the role of Commissioner could bring and the ability of the Commissioner to 'shine a light' on areas of best practice, and areas where improvements needed to be made. I am committed to supporting a Team Derbyshire approach in whatever capacity I am able to have the greatest impact and benefit.

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- 3.4 When read together it is clear that there is significant cross over between the priority and the statement and it is therefore felt that rather than increasing the number of Strategic Priorities it would be possible to replace Priority two with a new priority as the spirit of partnership working runs through the entire plan.
- 3.5 Based on briefings by the Chief Constable and data from the Crime Survey for England and Wales the Commissioner is seeking to include a specific Strategic Priority that highlights the risks posed by cyber and cyber-enabled crime.
- 3.6 It is hoped that through the inclusion of this new priority activity, innovation and focus on this area of business will be guaranteed and those affected by developments in this crime type will be given the support they need to keep themselves safe, or help with recovering should they become a victim of such a crime.
- 3.7 It is proposed that Strategic Priority 2 becomes:

Working to tackle the emerging threats of cyber and cyber-enabled crime on individuals, businesses and communities

- a. I will work with the Chief Constable to ensure that Derbyshire Constabulary, and partners, have a developed understanding of this rapidly evolving crime type
- b. I will work with the Constabulary and partners to ensure that individuals and communities understand the potential risks they face and understand how they can keep themselves safe online
- c. I will work with businesses, in particular SMEs, to help ensure that they keep themselves safe and prevent the harm of the low-sophistication – high-impact threats they face due to our ever increasing reliance on a digital infrastructure
- d. I will work with fellow Police and Crime Commissioners regionally to continue to develop our online capabilities to tackle organised criminality, those who commit online fraud and those who target the most vulnerable in our communities
- e. I will work with partners in education to ensure that young people understand how to keep themselves safe online and prevent the negative impact of cyber-bullying and so called ‘Trolls’
- f. I will work to ensure that appropriate support is made available to those who find themselves a victim of cyber or cyber-enabled crime

- 3.8 As a result of the PCC's lead role within the Substance Misuse portfolio for the APCC it has become clear that sub objective (e) of the Priority 3 (drugs and alcohol) is highly unlikely to see any significant progress. With this in mind it is suggested that this sub-objective is removed to allow the PCC to focus efforts on more realistic and achievable activity around this agenda.
- 3.9 Following work with partners on reassessing the threats and risks facing the Police and partners it is suggested that the section on Current Threats is updated to reflect the newly identified top 10 areas.
- 3.10 It is also proposed that the section containing financial information within the Plan is updated to reflect the latest budgetary and financial information. The Format will remain the same and current figures will be added to the narrative and tables.
- 3.11 The section 'A view from the Chief Constable' will need to be updated to reflect the fact that Peter Goodman is now Chief Constable.
- 3.12 The section on Victims needs to be updated to include the work the PCC is commissioning around Antisocial Behaviour and the table of commissioned services needs to be updated to reflect the current commissioning arrangements.

4.0 RECOMMENDATIONS

- 4.1 That the Police and Crime Panel considers the proposed changes outlined in paragraphs 3.1 to 3.9, with a view to accepting the proposed variation, subject to any report or recommendations the Panel may see fit to make.

Contact details in the event of enquiries	Name: Hardyal Dhindsa External telephone number: 0300 122 6000 Email address: pccoffice@derbyshire.pnn.police.uk
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INTRODUCTION

As I sat down and started to write this Police and Crime Plan I was reminded of all those people I met during my campaign to become the Police and Crime Commissioner (Commissioner) for Derbyshire; people who shared their views and concerns about policing and crime on doorsteps and at public meetings. I was also reminded of the oath I took on May 6th 2016, and my acceptance speech at the Derby Arena, when I committed to being a Commissioner for the whole of Derbyshire: urban, suburban and rural. I hope that as you read this plan you will see how I have listened to your concerns and will understand how I intend to turn my pre-election promises into a reality.

Whilst much of this plan will be related to my vision for policing in Derbyshire it should not be forgotten that my role as Commissioner is wider than simply holding the Chief Constable to account for the performance of Derbyshire Constabulary, though clearly this is a significant part of the role. The role of Commissioner includes the commissioning of support services for those who have been a victim of crime; working with partners to help keep communities safe; and a duty to collaborate with other Forces (and soon to be other emergency services) with a view to keeping individuals and communities safe from harm.

It is my intention that this plan creates a solid foundation from which we can build on the legacies of strong police performance and the work of Derbyshire's first Police & Crime Commissioner, Mr Alan Charles. I was fortunate to work as Alan's Deputy Commissioner for a little over three years and I am able use the experience I gained to help shape my thinking and my plans for the coming years. I am also committed to ensuring that this is truly a living document, and will undertake a review of it at least once a year to ensure that the priorities it contains are still fit for purpose and still address the threats, risks and concerns identified by the police, partners and, most importantly, by you who live or work in Derbyshire.

We are starting from a strong position locally. In her most recent assessment of Derbyshire Constabulary Zoë Billingham, Her Majesty's Inspector of Constabulary, judged the Force to be GOOD, saying,

"I am very pleased with the performance of Derbyshire Constabulary in keeping people safe and reducing crime."

The Force has responded to the significant financial pressures all of us, and in particular the Public Sector, have faced and continues with its robust and credible plans to secure its future. There is, however, no room for complacency and I will continue to challenge the Chief Constable to meet those challenges we will face in the future head on. There will be difficult decisions that need to be taken and the way in which Derbyshire is policed will change, but my challenge will always be there to the Chief Constable that those changes are necessary to continue keeping people safe and reducing crime.

Finally I would like to reiterate a point I made during my first interview as Derbyshire's new Commissioner. I am here to listen. I am your Commissioner. I am here as your representative to hold the Chief Constable to account and to ensure that Derbyshire continues to be one of the safest places to live and work in the Country. I have set myself a challenge to visit all 383 towns and villages in Derbyshire over my four years in office and I hope to meet as many people as I can to understand what is important to you.

It is a huge honour and privilege to be the Police and Crime Commissioner for Derbyshire and I look forward to working with you and for you.

A handwritten signature in black ink, appearing to read 'Hardy Dhindsa', with a stylized flourish extending to the right.

Hardyal Dhindsa
Police & Crime Commissioner for Derbyshire

THE ROLE OF THE POLICE & CRIME COMMISSIONER

As your Commissioner, my main aim is to ensure that policing within Derbyshire is as effective as possible and meets your expectations and/or needs.

A key responsibility is to represent you. I am your voice in the fight against crime and I will listen to you on any issues that you have about policing and community safety. I can't promise to always have the answers but I will commit to working with you and with partners to try and identify solutions.

Where possible I will provide leadership to facilitate the best use of resources to achieve shared outcomes, bringing together specialist services involved in the fight against crime, using a multi-agency approach to benefit local people.

I am required, by law, to hold the Chief Constable to account for the performance of Derbyshire Constabulary and, where necessary, I will challenge, and work with, the Force to deliver change and make improvements.

I am not allowed to get involved in operational decisions; these remain the responsibility of the Chief Constable. This means that decisions about arresting or seeking to prosecute alleged offenders are made by the Chief Constable, or their representative.

My main duties include:

- Holding the Chief Constable to account
- Setting, reviewing and updating the Police and Crime Plan

- Setting the Force's budget and setting the Council Tax precept for policing
- Regularly engaging with communities and seeking to understand concerns and priorities
- Regularly engaging with victims of crime to understand concerns and priorities
- 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 grants and other funding from Central Government
- Commissioning services to support those people who have been a victim of crime to cope and recover from their experiences
- Helping facilitate partnership working, and where necessary, helping remove any blockages to effective working

It should be noted that whilst I, as the Commissioner, and the Chief Constable have very distinct and separate functions we both share an overarching desire to drive down crime and raise public confidence and satisfaction in the police service and we are committed to working together to achieve this.

DEVELOPING THE ROLE OF POLICE & CRIME COMMISSIONER

During the course of this plan I am aware of draft legislation and policy proposals that could see the responsibilities of Commissioner increase.

One notable change that is likely to impact within my first year in office is a likely change to the law that will allow a Commissioner to take over the governance of the Fire and Rescue Service, or see a single employer model used for Police and Fire officers and staff. During my campaigning to become PCC for Derbyshire I made my position very clear that I am not in the business of taking over the Fire Service. Here in Derbyshire we have a strong working relationship with the Fire and Rescue Service and the Derbyshire Fire and Rescue Authority. We have worked on a new Headquarters building and are in the process of building a joint training facility. I believe that this strong partnership approach will deliver the best outcomes for the people of Derbyshire.

Another change that I know is coming involves the role of the Commissioner within the system that handles complaints against the Police. I already have a legal duty to ensure that the Force operates an effective complaints system and I will review the potential new role(s) for the Commissioner within the system and assess where I feel I should develop my involvement.

This plan comes at a time of considerable change. At the time of writing we know that the UK has voted to leave the European Union, but we are still unsure as to the timings for this process, nor fully aware of the impact of this monumental decision. There will be implications for the Police Service: How will we share information about offenders with our

European partners? Will we still be able to use tools like the European Arrest Warrant? I am aware that there are already discussions taking place about this in Government and within the Police Service, but I will also be expecting the Chief Constable to keep me aware of what the implications of leaving the EU will be in relation to policing here in Derbyshire.

Further out on the horizon are suggestions of greater involvement or influence of Commissioners within the wider criminal justice system; the potential impact of the devolution agenda and so called 'Metro Mayors' and there will be other developmental opportunities over the next few years. All of these will be evaluated and I will judge where I can have the most relevant impact and influence.

MY PLEDGES TO YOU

During my election campaign I outlined a series of pledges and promises to explain my vision for policing, crime and community safety in Derbyshire. These areas will be given high priority within this plan and will shape the future direction of policing in Derbyshire.

Additionally I intend to build upon the legacy of the previous Commissioner and am committed to an approach that will see things develop through evolution, rather than revolution.

My election promises included:

- Prioritising the needs of victims and vulnerable people in our communities
- Working to ensure that Derbyshire is a safe and inclusive county
- Continuing to lobby Government for a fairer funding deal for Derbyshire
- Continuing to say No to G4S-style privatisation
- Increasing the visibility of policing, both in communities and online , where resources allow
- Ensuring a robust response to new and emerging crime such as Child Sexual Exploitation, Human Trafficking and Cybercrime
- Continuing to develop our pioneering approach to cracking down on drug and alcohol-related crime; hate crime; Domestic Abuse; heritage, rural and wildlife crime
- Ensuring access to appropriate services for those in mental health crisis who come into contact with the criminal justice system
- Reducing demand by working with partners to lower offending
- Working with partners to keep young people out of the criminal justice system
- Ensuring that all communities have access to a robust, active and effective police service when and where they need it
- Enhancing the partnership approach to tackling 'Quality of life' issues within communities such as Anti-Social Behaviour, fly-tipping, inconsiderate parking and dog-fouling

- Maximising the use of IT systems to enable better operational delivery of policing in Derbyshire

I am fully aware that I have set myself quite a task with these promises. I know that I will not be able to deliver these on my own. I am, however, confident that through working with partners including the police, public sector, voluntary & community sector and most

Importantly local communities, we can all help deliver this challenging agenda and continue to keep Derbyshire safe.

THREAT & RISK IN DERBYSHIRE

When thinking about the focus of this plan there are two key areas I have considered. Firstly are the issues and concerns that have been raised by the public when I have been out and about finding out what matters to you. I also need to consider the professional assessment of the threats and risks we face made by the police and other partners. In Derbyshire partners regularly get together to understand what threats we face and how we can respond to them, both individually and collectively.

Along with my manifesto pledges and strategic priorities, these will form the basis of how I intend to hold the Chief Constable to account for delivering an efficient and effective police service.

CURRENT THREATS

Currently the following have been identified as the key threats and risks and as such are the areas that will be prioritised when it comes to allocating resources:

Operational Risks

- Cyber Crime (Digital gap & Vulnerability)
- Domestic Abuse
- Domestic Extremism
- Human Trafficking
- Immigration Crime
- Modern Slavery
- Organised Crime
- Protecting Vulnerable Children (Child Abuse & CSE)
- Sexual Violence (FGM/Forced Marriage)

Community Risks

- ASB
- Cultural difference
- Lack of engagement

- Substance misuse

Organisational Risks

- Data quality
- Skills & Diversity of Workforce
- Technology
- Too much silo working

LISTENING TO YOU

As your elected representative, it is critical that I understand your needs and expectations for those areas of policing, community safety and victim services for which I am responsible.

I need to know what your priorities are for the police so that I can try, along with the Chief Constable, to balance these concerns with the threats and risks we have already identified and the total resources that I have available. In order to do this I will pursue every possibility to get out into communities to understand what your concerns are and work with you and partners to try and develop sustainable solutions.

I am on record as saying that I am the Commissioner for the whole of Derbyshire: urban, suburban and rural and I intend to demonstrate this by trying to visit all 383 towns and villages in the county over my four years in office. You will be able to follow my progress on social media using the hashtag #d383.

Where possible I will look to jointly consult with partners to prevent you from being bombarded with questionnaires or surveys. I will ensure that details of any forthcoming events, including visits, are published on my website in good time so that people know where I am going to be.

A new addition to my office is the role of digital engagement officer. This role has been developed in order to engage with those people who prefer, or find it more convenient, to have their contact via social media. In addition to the development of our Facebook and Twitter presence I will also be developing the Derbyshire Alert system previously used by the constabulary. I would encourage people to sign up to the system where they can tailor the type of information they receive and join in the conversation.

As well as our general engagement activity, I will be developing the conversation between my office and those who have been a victim of crime. Naturally, I want to understand any concerns but also want to hear what people think about the service(s) they have received. Where their experience has been good I will make sure this positive feedback is passed to the service. However, where the quality of service has evidently not been high enough, I

will challenge those responsible for the provision of that service to respond to the feedback and, where necessary, up their game!

I am listening to you. As your Commissioner I need to hear from you as I truly believe that together we can make things happen.

THE STRATEGIC POLICING REQUIREMENT

The Home Secretary has placed a statutory requirement on all forces and Commissioner to ensure that they are able to contribute to national policing issues as well as dealing with local matters. This is known as the Strategic Policing Requirement (SPR). Due to the complexity of modern day policing there are a number of national requirements towards which local forces are expected to contribute.

The SPR currently covers a number of key areas including:

- Terrorism
- Civil emergencies that require a response across force boundaries
- Organised Crime
- Child Sexual Exploitation
- Threats to public order or public safety that cannot be managed by a single force acting alone
- A large-scale cyber incident

It should be noted that the Home Secretary keeps the SPR under review and there may be additional requirements that emerge during the life of this Police and Crime Plan.

Examples where this has been important over the past few years have been the inner city civil unrest in August 2011 and the way in which forces came together to deliver a safe London 2012 Olympic Games. More recently our neighbours in Europe have seen terrorist attacks such as those in Paris, Nice and Munich and should such an attack take place in the UK it is highly likely that resources would be called upon from all over the country to deal with issues at the time and in the aftermath.

Whilst we don't know of anything that will need us to call on help through the SPR, there will be occasions when Derbyshire calls on other forces for other forms of support, either from the East Midlands Region or further afield.

As part of any review of the local policing model I will always seek assurance from the Chief Constable that Derbyshire will be able to respond to the SPR and play its part.

MY STRATEGIC PRIORITIES

Central to the Police and Crime Plan are my strategic priorities. These are what I will be focussing on over the next four years. These are the areas, in addition to those Threats and Risks identified, that I will be holding the Chief Constable to account for delivering. Also included are areas of work I, or my office, will deliver directly.

I expect the Chief Constable to produce a delivery plan for how the Force will respond to this Police and Crime Plan and I will develop an internal plan for how my office will measure our delivery against the priorities set out below.

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*
 - a) I will support the Chief Constable where he gives those working on the frontline the freedom to use their discretion and common sense, including the use of informal measures such as restorative or out of court disposals
 - b) I will provide the leadership and drive to commission support services for those who have been a victim of crime, or anti-social behaviour, irrespective of whether they have reported it to the police
 - c) I will work with the Force and other partners to ensure that relevant information can be shared easily amongst partners to support those who have been a repeat victim of crime
 - d) I will work with partners to enable those who have been a victim of hate crime to report crimes and receive any support they need to deal with the impact of the crime
 - e) I will work with partners to develop solutions to tackle issues of Anti-Social Behaviour in order to improve the quality of life for local people
 - f) I will support the work of the Force and strategic partners, both locally and nationally, to tackle issues of people trafficking and modern day slavery and ensure that there is support available to those who have been trafficked into Derbyshire
 - g) I will continue to develop the CORE website as a central resource that offers advice and support to victims of crime and signposts them to locally commissioned services
 - h) I will challenge those victim services I have commissioned to increase the number of people who self-refer themselves for help
2. *Working to tackle the emerging threats of cyber and cyber-enabled crime on individuals, businesses and communities*
 - a) I will work with the Chief Constable to ensure that Derbyshire Constabulary, and partners, have a developed understanding of this rapidly evolving crime type

- b) I will work with the Constabulary and partners to ensure that individuals and communities understand the potential risks they face and understand how they can keep themselves safe online
- c) I will work with businesses, in particular SMEs, to help ensure that they keep themselves safe and prevent the harm of the low-sophistication – high-impact threats they face due to our ever increasing reliance on a digital infrastructure
- d) I will work with fellow Police and Crime Commissioners regionally to continue to develop our online capabilities to tackle organised criminality, those who commit online fraud and those who target the most vulnerable in our communities
- e) I will work with partners in education to ensure that young people understand how to keep themselves safe online and prevent the negative impact of cyber-bullying and so called ‘Trolls’
- f) I will work to ensure that appropriate support is made available to those who find themselves a victim of cyber or cyber-enabled crime

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

- a. I will work with all partners, licensing authorities and other stakeholders including licensees to develop lasting solutions to Anti-Social Behaviour driven by the use of alcohol or drugs. This will include the ongoing development of the Intoxicated campaign
- b. I will work to ensure that the NHS plays its part by providing de-personalised data relating to relevant A&E admissions due to drug or alcohol use to help identify any problem locations and work with partners to develop plans to tackle the problems in these areas
- c. I shall work with commissioning partners to ensure that drug and alcohol treatment services are accessible to those who come into contact with the criminal justice system
- d. I shall challenge local authorities to use all powers available to them relating to the issuing and monitoring of premises licences, including consideration of early morning restriction orders, and the use of alcohol banning orders

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*

- a) I will continue to challenge the Chief Constable and health partners to avoid police custody as a so called ‘Place of Safety’ under section 136 of the Mental Health Act 1983
- b) I will work with partners to ensure those with mental health issues who come into contact with the police are able to access the support they need, including development of the Mental Health Crisis Care Concordat

- c) I will support the partnership between the police and mental health services that delivers an on-the-street triage service diverting people into support services rather than the criminal justice system
 - d) I will ensure that people with mental health issues who have been targeted or have been a victim of hate crime receive support and those who have targeted them are sought out and challenged about their behaviour, including prosecution where appropriate
 - e) I will work with the Chief Constable and HR professionals within the Force to ensure that the health and wellbeing, including mental health, of all members of Derbyshire Constabulary is considered and support is given where required
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*
- a) I will develop new ways to engage with young people to understand their concerns about crime and community safety and use this feedback to further develop services
 - b) I will work with partners to ensure advice is freely available for young people and their families about keeping themselves safe online or using social media, including education around Sexting, online exploitation and cyber-bullying
 - c) I will work with partners to support those young people who have been a victim of sexual exploitation
 - d) I will continue to commission a speciality service to support victims of crime who are under 18
 - e) I will support diversionary activity, such as sport, to prevent young people engaging in Anti-Social Behaviour or criminal activity
6. *Working with the Constabulary to develop the policing family to be more representative of the diverse communities it serves*
- a) I will work with the Chief Constable to actively encourage and support those from under-represented groups to see Derbyshire Constabulary as an employer of choice
 - b) I will work with communities to understand the barriers to people joining Derbyshire Constabulary and try, wherever possible, to remove such barriers
 - c) I will challenge the Chief Constable to ensure that, where possible, the diverse communities the Force serves are represented throughout the workforce and across the rank structure
 - d) I will seek to influence the national debate around issues of diversity within modern policing
 - e) I will challenge the Chief Constable to continue to develop the volunteering opportunities afforded by the Force, both as Special Constables and Police

Service Volunteers, and encourage people from all backgrounds to volunteer with Derbyshire Constabulary

7. Working with the Constabulary and partners to maximise the opportunities from developments in technology

- a) I will work with the Chief Constable to ensure that all members of Derbyshire Constabulary, in whatever role, have access to the right technological equipment to allow them to do their job efficiently and effectively – this will include supporting the roll out of Mobile Office allowing police officers to spend more time out in communities
- b) I will work with the Constabulary, regional PCCs, the Police ICT Company and other partners to understand developments in technology and IT systems that will facilitate more efficient and effective working
- c) I will work with the Constabulary and partners to improve information sharing in relation to a number of priority areas, including the use of multi-agency systems where appropriate
- d) I will work with the Chief Constable to develop ways in which people can engage with us using social media, including developing digital engagement capabilities within my office

STATEMENT ON EQUALITY & DIVERSITY

As the Commissioner for Derbyshire I have a statutory duty to hold the Chief Constable to account on the delivery of public equality duties as described in the Equality Act 2010. This includes the publication of specific information.

In its review of public bodies' equality information the Equality and Human Rights Commission highlighted the high quality of information published by Derbyshire Constabulary. My team and I keep this information under review and I am committed to ensuring representation of my office at all internal boards and meetings that deal with equality related matters.

I have highlighted within my Strategic Priorities how I wish to build upon the work undertaken by the Home Affairs Select Committee in 2016 that showed how all UK forces need to rise to the challenge of ensuring that the policing family is more diverse and is a better representation of the communities that it serves. In its report the committee focussed on issues of racial diversity, but I will continue to challenge the Chief Constable to ensure that the whole of Derbyshire Constabulary (Officers, PCSOs, Staff and Volunteers) reflect the many and diverse communities that make up Derbyshire. This will result in positive action being taken to encourage people from communities who are less represented currently to consider working or volunteering for Derbyshire Constabulary in any of the wide range of roles available. In addition we will use positive action to develop

and encourage people who are less represented to progress within the organisation as well as recognise the benefits of staying with Derbyshire Constabulary.

A PARTNERSHIP APPROACH

Partnership working and a collaborative approach must be considered fundamental issues at the heart of any work to reduce crime and support those who become victims of crime. I believe that as Commissioner I am uniquely placed to be able to bring a diverse range of partners together and provide the leadership, where required, to help develop and deliver sustainable solutions.

To have a lasting impact on crime rates in the County I am going to bring together a wide range of partners to help tackle the social factors that lie behind offending behaviour. Through my years as a Probation Officer I have seen time and time again how social inequalities have a massive impact on an individual's behaviour and their impact upon communities.

Thinking about a list of key partners could be said to be endless, and the following list is by no means exhaustive, but key partners will include:

- Derbyshire Constabulary
- Local Authorities
- Criminal Justice Partners (including the Crown Prosecution Service and Her Majesty's Courts & Tribunals Service)
- Community Safety Partnerships
- Derbyshire Criminal Justice Board
- Our local Community Rehabilitation Company
- National Probation Service
- Safeguarding Boards for both children and adults
- Health and Wellbeing Boards
- Other emergency services, in particular our partners within the Fire and Rescue Service
- Health partners including the Clinical Commissioning Groups and NHS England
- Neighbourhood Watch (and other Watch schemes)
- Our numerous Voluntary Sector partners delivering support on the frontline
- Fellow Commissioners – both regionally and nationally

Since the publication of my original plan, the partnership arrangement with the Fire and Rescue Authority has grown and I fully support the statement of the Constabulary and Fire & Rescue Service that each is the other services preferred partner of choice.

The role of Police and Crime Commissioners is also extending further into working with and holding other criminal justice agencies to account for the overall service provided in the

county, and I have reflected that change in my office structure and the activities I and my office are now undertaking.

Traditionally when talking about partnership working, the partners involved will come from the public, private or voluntary sectors, and their input and impact should never be underestimated, but I think there are other key partners and stakeholders who are sometimes left out of the development of solutions – individuals and communities. As I seek to deliver against my promises and strategic objectives I will be challenging individuals and communities to become part of the solution.

Whilst working as the Deputy Commissioner I was part of a scoping exercise into victim services commissioned by the Commissioner. Two of the key findings from this piece of work were that partners welcomed the neutral, pan-Derbyshire leadership that the role of Commissioner could bring and the ability of the Commissioner to ‘shine a light’ on areas of best practice, and areas where improvements needed to be made. I am committed to supporting a Team Derbyshire approach in whatever capacity I am able to have the greatest impact and benefit.

COMMISSIONING & GRANTS

As the job title would suggest, one of my responsibilities is the commissioning of services – either as a commissioned service or through the distribution of grant funding.

It is fair to say that the lion’s share of funding that comes through my office is given to the Chief Constable for the delivery of an efficient and effective police service in Derby and Derbyshire. (This is discussed later in this plan in the section on Finances & Resources.) I do, however, retain funds to support the commissioning of victim services, to support the work of the nine Community Safety Partnerships that cover Derbyshire and to support bids that I receive from groups and organisations to address issues in their local communities and who apply into the various funding pots I make available to support the delivery of my Police and Crime Plan.

In light of the significant financial uncertainty the Public Sector faces it is my intention to offer three year funding commitments to Community Safety Partnerships to support the delivery of services at a local level that help tackle issues of Anti-Social Behaviour and locally identified priorities that affect the quality of life of local residents. By giving the certainty of three years funding to the partnerships they will be able to develop and deliver sustainable solutions to communities and have a positive impact on the quality of life of those communities.

My commissioning commitments and intentions for victims are highlighted in the section titled Victim Services.

As part of my belief that local communities are key players when it comes to developing long lasting solutions to community issues I intend to continue with a grants scheme that will allow community groups to bid for funding to support local initiatives that will help support the strategic priorities contained within the plan.

A successful legacy from the previous Commissioner was the development of the NICE Fund (Neighbourhoods Investing Criminal Earnings) that uses money that has been confiscated from criminals through the Proceeds of Crime Act to support capital projects in local communities. Previous recipients have included a residents association in Wilmorton, the Chesterfield Canal Trust and a football club in Gamesly. The amount of funding available will depend on the levels of funds seized from criminals, but I intend to use any available resources to continue this programme.

For more information about funding rounds, the amounts available, the terms and conditions and monitoring requirements of any grants made please go to my website where all of this information is contained. www.derbyshire-pcc.gov.uk

VICTIM SERVICES

A specific responsibility of the PCC is to commission services to support victims of crime. This work is partly funded through a grant I receive from the Ministry of Justice (MoJ) that includes monies raised through the Victim Surcharge applied by the UK Courts. This funding is intended to support the commissioning of support services that will help any victim of crime cope and recover and to meet requirements under the Victims' Code of Practice and European Union regulations. Victims do not need to have reported a crime in order for them to receive a service, and this has been built into the contracts I hold with the services that have been commissioned to deliver this work.

A Victims Commissioning Strategy has been developed within my office, and is available through my website. The approach that has been taken is to provide a single point of contact for most victims of crime and the commissioning of specialist services for those victims of certain crime types. To date services have been commissioned to support victims in the following areas:

- Generic Victim Service: A service available to all victims of crime
- Domestic Abuse: Support services in the County and City for anyone who has become the victim of Domestic Abuse (co-commissioned with City & Council Partners)
- Sexual Violence: Non-therapeutic counselling and support for victims of current, or historic sexual abuse
- Young People: A bespoke service offering support to young people who are victims of crime

- Child Sexual Exploitation: Support and education for young people and their families for victims of sexual exploitation (co-commissioned with City & Council Partners)
- CoRe Website: An online resource library to direct victims of crime to appropriate local or national services

Work is currently underway to identify the need and delivery model for services supporting victims of Hate Crime and it is hoped that this will be put out for tender during my first year in office.

All of the services that have been commissioned to date are subject to regular performance monitoring and I have sought to maintain enough flexibility within my budget to ensure that I am able to respond to any emerging needs.

There are a number of additional specialist victim support services that are currently funded at a national level directly through the MoJ, though there are ongoing discussions about devolving the commissioning to PCCs locally. I am keeping a watching brief on this developing agenda.

There is, however, what I would describe as an anomaly in the MoJ funding. It cannot be used to support the commissioning of services to support victims of Anti-Social Behaviour, as this is not always, in itself, a crime. I believe that this is something of a technical distinction that would probably mean very little to the person who has been a victim of Anti-Social Behaviour. It is therefore my intention to identify alternative funding within my budget that will allow me to commission a support service to help those who have been a victim of Anti-Social Behaviour. This will be in addition to the support I have previously discussed for Community Safety Partnerships who will also play a significant role in tackling the issue.

A VIEW FROM THE CHIEF CONSTABLE

To be updated by the Chief Constable

POLICING IN DERBYSHIRE

Derbyshire is a unique county covering an area of more than 1,000 square miles. It has a hugely diverse landscape ranging from the High Peak and Peak National Park to former mining communities, towns, villages and the City of Derby.

Derbyshire has a population of just over 1 million people and is made up of a huge range of different communities – it has been suggested that over 70 languages are spoken in Derby City alone!

At the last Census in 2011 6.7% of Derbyshire's population came from a Black or Minority Ethnic Community. The breakdown for the City and County is shown below:

	White	BME	% BME
City	199,751	40,001	19.7
County	750,094	19,592	2.5

(Source: Office of National Statistics November 2011 Census)

Policing such a diverse county presents a number of challenges and as part of my Strategic Priorities I have identified a need for the Derbyshire policing family to better reflect the communities it serves. I will also ensure that the voices of the diverse communities that make up Derbyshire are heard and will try to meet as many different communities to hear what their concerns, priorities and experiences of the police are.

With a geography as large as Derbyshire it is necessary to align policing resources to the areas of greatest need. Over the past ten years the County has moved from a policing model based on four division split to the new policing model introduced earlier this year that sees the county split into a North and a South Division.

The changes happened in two stages during 2016. There was a change to the Force structure, moving from three Divisions to two and reorganising Sections into Local Policing Units (LPUs). B and C Divisions merged, with a Chief Superintendent at the helm, and became North Division. The Former D Division boundary remained with a Chief Superintendent in charge, and became South Division. At the same time Sections were renamed LPUs, with a merging of Glossop and Buxton Sections into a High Peak LPU and North East and Bolsover Sections into a North East LPU.

The transition to LPUs is not just a change in name though; it forms part of the new way in which Derbyshire Constabulary delivers policing. A new response model was implemented, where Response teams, operating from six bases across the county, attend all immediate and priority graded incidents and take the necessary initial action. These Response teams are divisional resources and will not be bound geographically by LPU or even divisional boundaries; instead the nearest, most appropriate resource will be sent to those in need. To complement this, newly formed Investigation teams take on any protracted enquires, missing person enquiries, scheduled appointments and so on, with the continued support of Safer Neighbourhood Teams. These Investigation teams are based within LPUs in a similar way to existing Sections, along with the SNTs.

The North Division probably sees the greatest variation in geography and policing need. In the north of the division is the Peak District National Park that attracts over 8 million visitors

a year. The north and west of the region is mainly rural, with the east and south of the division containing ex- mining communities, the focal point of the town of Chesterfield and the presence of one of the main UK arterial routes, the M1.

The South Division includes the City of Derby with its diverse communities all of whom have different needs, expectations and experiences of the police. Almost 50% of the population of Derbyshire lives within this division.

I am confident that this new structure will deliver an efficient and effective police service for Derbyshire and support the shift in mind set that will see the nearest resource allocated to an incident, rather than resources working on arbitrary divisional boundaries.

During my election campaign I made a commitment that I would ensure that all communities have access to a robust, active and effective police service when and where they need it. This will, however, mean that resources are allocated according to risk and threat. This will result the police possibly being less visible as they may once have been in areas of low crime, but I have been clear with the Chief Constable that resilience must be built into the policing model that will ensure that when people need a service they get it, irrespective of where in Derbyshire they live.

COLLABORATION IN THE EAST MIDLANDS

For over ten years forces and police authorities/PCCs within the East Midlands Region (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire) have collaborated on a wide range of activities, both formally and informally. These collaborations have greatly enhanced specialist capabilities and resilience within the region as well as delivering significant savings to participating forces. Senior government officials have often cited the East Midlands' approach to collaboration as best practice, challenging other areas to learn from our regional experience.

As the collaborative approach has matured we have been able to develop a mix of collaborative activity that sees two, three, four or all five forces taking part. Recently work was completed on an IT collaboration that saw the largest collaboration of its type in the world being delivered. This project will allow all five forces to share intelligence data more efficiently and has already helped in detecting crime and prosecuting offenders.

As Commissioner I wish to build upon this strong foundation and work with my fellow Commissioners and policing colleagues in the East Midlands region to continue to explore ways in which forces can work together.

Driving the collaboration agenda are five guiding principles:

- That local policing remains local

- That any collaboration helps deliver a more efficient and/or effective policing service for Derbyshire
- That all areas of business are considered
- That decisions not to participate in a particular collaboration are reviewed regularly, as circumstances may change
- That any costs and/or benefits are shared between participating forces

The five regional Commissioners and Chief Constables will continue to meet regularly to discuss regional collaboration, reviewing existing collaborative work and understanding the business cases for future collaboration.

GOVERNANCE, TRANSPARENCY & SCRUTINY

As a public body I am required to abide by the so called Nolan Principles. These are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

To demonstrate my commitment to these principles I was approached during my election campaign and invited to sign up to an ethical checklist produced by the Government's Committee on Standards in Public Life, which I was more than happy to do.

I am also required by law to publish certain information about my work and my office. These requirements are set out in the Elected Local Policing Bodies (Specified Information) Order 2011 and the information required is published on my website www.derbyshire-pcc.gov.uk

One of the requirements I must fulfil is transparency in my decision making. I intend to fulfil this duty through the use of the Strategic Governance Board process established by my predecessor. This will see a regular cycle of meetings where decisions are taken, or reported, and I will hold the Chief Constable to account for performance in the round and on specific areas of police activity. The agendas and other papers for these meetings are available on my website.

These are open, public meetings, and will include an opportunity for anyone to ask questions of me, or the Chief Constable, either at the meeting, by writing by letter or email or by tweeting into the meeting using the hashtag #asksgb It is not necessary to pre-submit questions, though some advance warning if they are of a technical nature will assist us in

getting answers for you. It must, however, be pointed out that we will not be able to discuss specific cases in an open forum.

In addition to public meetings I will also meet with the Chief Constable on a regular basis to discuss matters and receive specialist briefings on issues that are unable to be discussed in detail in a public forum such as matters relating to specific policing operations/tactics.

Derbyshire Constabulary has been assessed as being a 'Good' force by Her Majesty's Inspectorate of Constabulary (HMIC). Whilst I am pleased that they have recognised good performance across Force activity I expect the Chief Constable to continue to improve the way in which the Force responds to the ever-changing face of crime, offering my support and challenge as required.

THE POLICE & CRIME PANEL

The work of the Commissioner is overseen by a Police and Crime Panel, hosted by Derbyshire County Council. The Panel is made up of 14 representatives from the local authorities in Derbyshire and two independent members.

The Panel may:

- Require the Commissioner to respond to any concerns it has
- Make recommendations on the Police and Crime Plan and the Annual Report
- Veto the level of council tax precept the Commissioner sets for policing (by a two-thirds majority)
- Veto the Commissioner's appointment of a new Chief Constable (also by a two-thirds majority)

In addition to the oversight role of the Commissioner's work the Panel should aim to support the Commissioner's work to deliver effective partnership work and increase accountability and transparency.

JARAC (JOINT AUDIT RISK & ASSURANCE COMMITTEE)

Following a recommendation in the Financial Management Code of Practice published by the Home Office, I have created a Joint Audit, Risk & Assurance Committee along with the Chief Constable. The committee consists of five independent members. It meets at least four times a year and its meetings are held in public. Again all related papers and agendas are available via my website.

FINANCE & RESOURCES

Details of the budget and the commissioner's financial plans are available on the website.

The approved net expenditure for 2018/19 is £167.656m which is a £4.4million increase from 2017/18.

This is resourced by £98.437m of Police Formula Grant and £8.7m Council Tax Freeze & Benefit Grants along with £60.519m from Council Tax payers

The budget is spent on the following:

	£m	%
Police Officer pay & allowances	89.5	50.9
Police Staff pay & allowances	40.7	23.1
Premises, transport & other services	27.0	15.4
Regional Collaboration	10.3	5.9
Supporting the Capital Programme	3.6	2.0
Other (incl. national policing charges & operational contingencies)	2.1	1.2
Commissioner's Office	1.2	0.7
Commissioning & Grant activities	1.5	0.8
Total Expenditure	175.9	100.0
Grants & other income	(5.7)	
Use of reserves	(2.5)	
Net Budget for 2018/19	167.7	

The capital programme provides for spending on the estate (buildings), vehicles, IT and other operational equipment. It is part-funded by a grant from the government although that grant has reduced significantly over time. The vast majority of the capital programme is funded by either revenue contributions, proceeds from asset sales or borrowing.

Capital spending is broadly within the following headings:

	£m	%
Property (buildings)	6.4	49.9
Vehicles & operational equipment	2.4	18.8
IT and other projects	4.0	31.3
Total capital spending for 2018/19	167.7	100.0