

Derbyshire Police Authority

Policing Plan

Policing Plan 2008-2011

Integrity ■ Respect ■ Performance ■ Responsibility ■ Innovation



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Welcome



J Birkin



M. Creedon

The Derbyshire Police Authority and Derbyshire Constabulary are pleased to present this document, which sets out our plan for achieving the aims of our three year Policing Strategy 2008-11, together with our Annual Report for 2007/08.

Derbyshire Constabulary has continued to make further significant reductions in crime alongside increases in the number of offences we have detected. Over the last 5 years crime has reduced by over 25,000 offences, one of the highest reductions across the country. During this period burglary of peoples homes has reduced by over 50% and theft of and from cars by almost the same amount – again these results are amongst the best in the country. At the same time we have detected a higher proportion of crimes than all the forces surrounding us and the East Midlands region. We do, however, understand that this level of performance, whilst really encouraging, doesn't always align with the public's fear of crime and subsequent confidence in the police service. We recognise we can always do more and will actively seek to improve on what makes the public feel safe and happy with the service they have received.

Our Safer Neighbourhood Teams are now making a difference in our communities and we have over 400 members of staff committed to these teams. All of our 103 neighbourhoods have teams made up of police officers, police community support officers and special constables, together with wardens and other partner agencies. A recent inspection has highlighted the excellent work of the teams and the real impact they are making at local level. In the last year quality of life issues such as anti-social behaviour and criminal damage have significantly reduced. Much of this is due to the teams, the local partnerships and the work listening to and responding to community concerns. Each Safer Neighbourhood Team has developed a local Key Individual Network (Kin). The purpose of a Key Individual Network is to enable community members to better influence local policing and, for us, to get increased information about issues affecting local communities.

As a service we face many challenges. We have identified a number of areas of significant operational risk which require further investment to enable us to face the increasing challenges. These include serious and organised crime, the threat of terrorism, the need to protect vulnerable children and adults, the public's increasing fear and dismay of anti social behaviour, criminal damage and alcohol related crime. Likewise, we are more aware of the impact of domestic violence, child protection, adult protection and managing dangerous persons. We continue to provide highly successful policing for the county but the challenges increase as we understand more about the complex risks we face.

However, our funding does not match our risk. We face the risks of a mid range force with the resources of the 6th lowest spending force. Each year we continue to lose out on over £5m of Government grant through their failure to fully implement their own grant formula.

Unfortunately the risks that we face will not wait for Government funding to arrive to cover them. Our Inspectors say we are an efficient force – over the last six years we have made efficiencies worth some £38m. This means we need to take tough decisions to free up resources to address the new risks that we face and protect our communities, particularly the most vulnerable. Without extra funding this will have to come from areas where we have invested heavily in the past and are delivering a good service. We will continue to lobby hard Ministers at the highest level, including our local MP's, to try and address this inequity.

Although mergers are still off the agenda the real issues that led to that debate remain and work on cross force collaboration continues. Derbyshire staff lead much of the work of the Regional Collaboration Planning Team. The East Midlands Special Operations Unit continues to provide fantastic support to the 5 forces of the region in tackling serious and organised crime, and a number of significant projects will enhance the quality of specialist service we provide to support our local policing. Continued support from the Home Office reflects their recognition of the excellent collaborative activity across the East Midlands Region, and the creation of a Joint Committee of the 5 Police Authorities delivers proper scrutiny, governance and transparency, ensuring we really do provide the highest quality policing for all.

Whilst we face significant challenges, both operational and financial, we will continue to build on our successes of recent years. We are committed to providing high quality policing to everyone across the County. With the continued support of our partner organisations and the people of Derbyshire, we are confident we will meet the targets contained in this plan.

Planning to Deliver - 2008 to 2011

Assessment of Policing and Community Safety

You can be confident that we are being held to account for our performance, and from this year it will be by the new Assessment of Policing and Community Safety (APACS), which will look at the following areas;

Confidence and satisfaction

Promoting safety

Tackling crime

Serious crime and protection

Organisational management

We will be measured against a set of national indicators across the five 'domain' areas as well as performance of both the County and City (www.derby.gov.uk) Local Area Agreements (LAA). You can see more detailed performance information at www.police.homeoffice.gov.uk. The LAA for 2008/2011 also sets out how we will work with our strategic partners through the Safer Communities Board to cross-cutting local priorities, details of which can be found at www.saferderbyshire.gov.uk.

The Government's aim to provide *Safer and Stronger Communities* is set out in the public service agreements (PSA) for all Government departments. The Home Secretary provides direction to the police service, including Derbyshire Constabulary, in the National Community Safety Plan which sets out our Strategic Policing Priorities.

Making communities safer PSA 23	Deliver a more effective criminal justice system PSA 24	Reduce the harm caused by alcohol and drugs PSA 25	Reduce the risk from terrorism PSA 26
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SPP1 Reduce crime	SPP2 Increase confidence and satisfaction	SPP3 Provide an effective criminal justice system	SPP4 Tackle serious and organised crime and protective services	SPP5 Tackle terrorism and violent extremism and be prepared for a terrorist attack	SPP6 Best use of resources and improve efficiency and productivity
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Assessment of risk in Derbyshire

In delivering our priorities, we have ensured that our response is measured and affordable. We do this by assessing all the risks and associated threats that we, and of course you, experience now and could face in the future. This assessment takes account of the effect of the threats, highlighted below, and how likely it is that they will occur. The threat themes we have identified are;

Volume and Major Crime	Community Harm	Vulnerable People	Dangerous Offenders	Organised Crime and Criminality	Organisational
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This assessment will enable us to make critical decisions about priorities and spending. We detail later in this plan how we will deliver high quality policing services across the priority areas.

The nature of policing is constantly changing and this needs to be reflected in our local planning. We also listen to the concerns of individuals, communities and businesses through events such as the county wide 'Have Your Say' programme and Budget Consultation meetings. We publish the results of these on our website www.derbyshire.police.uk/...

Our priorities for 2008/09 will be to:

Deliver effective neighbourhood focussed policing	... to minimise community harm
Maintain low levels of acquisitive crime	... to minimise volume crime
Reduce violent crime	... to reduce threats from major crime & dangerous offenders, particularly towards vulnerable people
Maintain high detection rates	... to minimise volume crime
Protect people from the harm caused by terrorism and by the more serious and organised offending	... to deal with organised crime and the criminality of those involved in terrorism or extremism
To increase public confidence and satisfaction	... to ensure continued trust in the organisation
To manage our resources efficiently and effectively	... to sustain organisational performance

We are committed to providing a high-quality policing service to everyone in Derbyshire

We will use the following core values to deliver this commitment.

■ ■ ■ Integrity

We are open and honest. Our relationship with our communities, our partners and each other is based on trust.

■ ■ ■ Respect

We respect and value everyone at every level of the organisation. Valuing our differences is one of our strengths

■ ■ ■ Performance

We aim for the highest possible standard. We want to do the right thing every time. We work to get the best out of all that we have and we celebrate our achievements.

■ ■ ■ Responsibility

We take responsibility for what we do, as individuals and team members. We work together and support each other to put our communities at the heart of everything we do.

■ ■ ■ Innovation

We will be courageous to meet the most difficult challenges and adapt to new and developing situations.

Integrity

Respect

Performance

Responsibility

Innovation

Managing Crime in Derbyshire

Threat Posed by Volume and Major Crime

The protection of our family and friends, and our own personal safety are huge priorities for us all. We all want to go about our business without fear of danger or harm to ourselves or others. You can be reassured by the fact that overall crime continues to fall in Derbyshire. In delivering against these threats we reduce crime (SPP1) and Increase public confidence and satisfaction (SPP2).

What does the Threat involve?

- Highest volume crime areas of burglary, vehicle crime, assaults and damage
- Weapons on our streets including tackling knife crime
- Alcohol related crime and disorder ranging from nuisance to serious assaults

What are we doing about it?

- Our good performance in relation to volume crime areas results from excellent partnership working and crime reduction initiatives both locally and nationally coupled with Police initiatives and operations prioritising those crime areas. This work will continue.
- We are working in schools to support 'Tooled up for Schools', a DVD resource pack for Citizenship which addresses dangers of knife crime. We have invested in portable metal detectors for use in schools /night clubs etc.
- A Police Inspector co-ordinates the activities of the County Alcohol Harm reduction plan with initiatives such as joint enforcement operations with Trading Standards, Alcohol Free Zones, Pubwatch initiatives with banning schemes and inputs to young adults about the dangers of alcohol abuse. Strong action is taken against Licensees who flout their responsibilities in relation to drunken/violent behaviour of customers when on their premises.
- We have a dedicated 'Major Crime Unit' that investigates all major incidents, Homicide and Serious crime. All personnel are trained and accredited to National Investigative Standards.

What does the future hold?

- Continued support of the 'Safer Neighbourhood teams' coupled with greater partnership work and further improvements on crime reduction methods to help reduce volume crime.
- Identifying and implementing initiatives to support the Governments Action Plan for tackling violence, 'Saving Lives. Reducing Harm. Protecting the Public'.
<http://www.homeoffice.gov.uk/documents/violent-crime-action-plan-180208>

Threat of Community Harm

Everyone has the right to feel safe in their community. Often, the selfish acts of a few individuals can have a big impact on people's daily lives and reduce the quality of life for the whole community. Our priority is to stamp out acts of anti-social behaviour (ASB) that everyone can live free from fear and intimidation. Following a Her Majesty's Inspectorate of Constabulary Neighbourhood Policing inspection we have implemented their recommendations for improvement of our Safer Neighbourhood teams (SNT).

What Does the Threat Involve?

- ASB issues that blight community life, such as graffiti, fly-tipping and street drinking
- Community tensions leading to reduced community cohesion
- New and emerging communities bring new policing challenges
- The gap in satisfaction levels in policing between white and ethnic minority groups is widening

What Are We Doing About It?

- We are working with our partners to continue embedding Safer Neighbourhood Teams across the County. We have 25 Sergeants, 162 Neighbourhood Constables and 177 Police Community Support Officers dedicated to solving local problems. SNT's provide visibility, reassurance and access to local policing services, reducing crime and anti – social behaviour. You can find out who your Safer Neighbourhood Team is and what they're working on in your area by visiting www.derbyshire.police.uk/
- We will enhance our engagement with communities. Safer Neighbourhood meetings will continue to be developed, enabling people to discuss their concerns with the Safer Neighbourhood Teams and devise local action plans together. Partnership opportunities, such as our Safer School Partnerships, will be progressed at every opportunity so that links can be made with local people. We are also developing lists of Key Individual Networks (KINs) within each Safer Neighbourhood. These community contacts will widen the consultation between police and the local community, influencing local policing by letting us know the issues that affect your area. If you are interested in becoming a community contact, please visit our website at www.derbyshire.police.uk/ for further information.
- Following national guidelines, we will focus on early identification and intervention where anti-social behaviour is occurring. Action may include working with the Youth Inclusion Programme, forming Acceptable Behaviour Contracts (ABCs) or issuing Warning letters, Parenting Orders, Dispersal Powers and Anti-Social Behaviour Orders (ASBOs) where appropriate.
- We will continue to work towards reducing drug, alcohol and substance misuse throughout the county. Our approach will be both enforcement and support to prevent re-offending, with particular focus on the protection of children and young people in the community. We will increase test purchase operations to limit the availability of alcohol to young people and take action against the minority of drinkers who cause harm to themselves, their families and their communities. The Drug Interventions Programme will be used to provide continued treatment for people who need support to be reintegrated into our communities successfully and safely.
- Focus on racially/religiously aggravated crime sanction detection rates, increase the % of police recruits from minority ethnic groups and increase the % of female police officers.

What does the future hold?

- We will be implementing the results from local research to tackle alcohol related violence, concentrating on improving the operation of the night time economy by working closely with partners and the industry and utilising legislative arrangements when necessary
- We will bring our Safer Schools initiative closer to the Safer Neighbourhoods work to extend the possibilities and engagement with communities through KINs
- We acknowledge the benefits that the public have recognised in deploying Community Support Officers and we will look to secure the resources to extend these valuable resources in the priority areas.

- A programmed series of internal SNT inspections has been developed to ensure our teams maintain and continue their high quality of service within their communities.

Threat to Vulnerable People

It is a fact that the most vulnerable in our society often become victims of crime. We intend to ensure that these people are protected and those who commit such crimes are dealt with quickly and positively. In delivering against these threats we will be reducing crime (SPP1), increasing public confidence (SPP2) and ensuring an effective justice system (SPP3).

What does the threat involve?

- Women and some men suffer domestic abuse and violence at the hands of their partners
- Perpetrators of crimes such as assaults, damage and harassment can be motivated by a hatred of individuals based on race, religion or sexuality stereotypes and these crimes impact on families and communities
- Young people can be drawn into circumstances where they are sexually exploited by others, very often during or resulting in them going missing from their families.

What are we doing about it?

- Increased capacity of the central domestic abuse referral unit to meet increased demand. The referral unit risk-assess every reported case and put in place arrangements to ensure the safety of someone who has or may become a victim. Through the multi-agency group (MARAC) the high risk cases are monitored and further protective interventions are arranged.
- All reported hate crimes are now supervised by a senior detective to ensure they are fully investigated and the impact on local communities is assessed and minimised. We support local Hate Crime Panels that include members of minority communities, who maintain an oversight and advisory role for hate crime incidents. We also work with our Crime Reduction Partners who are able to direct other activity, such as education opportunities or offensive graffiti clean-ups.
- All missing person enquiries are managed through a central database, providing up to date information and a history of missing individuals. This has helped the new specialist unit dealing with vulnerable young people who are at risk of exploitation.

What does the future hold?

The investigation of domestic violence is a critical area for us and we are continually looking to improve our response. We are learning from the successes of two enforcement campaigns and when resources allow, we would like to see specialist investigators dealing with all aspects of serious domestic assaults.

Threats posed by Offenders and Dangerous Offenders

A large proportion of crime is committed by a small number of persistent offenders and, along with known sex and violent offenders, poses a heightened risk to the public of being a victim of serious crime. This category of offender needs to be properly managed during sentence and after release to minimise the risks to the public. In delivering against these threats we will reduce crime (SPP1), increase public confidence (SPP2) and ensure an effective justice system (SPP3).

What does the threat involve?

- Just 10% of persistent offenders are responsible for over half of all crime. Frequent offending creates more victims or repeat victims of violent, acquisitive or sexual crime.
- Prison sentences often follow for the most serious offenders but without proper management, monitoring and support, they will most likely return to offending.
- The internet is a medium for networking and business but has also spawned new crime waves. The most dangerous results in the on-line sexual exploitation of children and young people.

What are we doing about it?

- The Persistent Priority Offender (PPO) programme aims to prevent and deter people offending; Catch and convict those PPOs quickly when they re-offend and rehabilitate and resettle offenders with a range of supportive interventions. The Local Criminal Justice Board coordinates the work of the police, CPS, prisons and probation services. In respect of young offenders, the aim is to bring these to justice. Youth Offending Teams are in place to tackle persistent young offenders (PYO) with similar aims to the PPO Programme.
- For the most dangerous offenders the Multi-Agency Public Protection Arrangements (MAPPA) manage individuals during and after sentence. A full report about our local arrangements can be obtained from www.probation.homeoffice.gov.uk. Each BCU has dedicated dangerous offender managers, who work closely with a HQ based MAPPA coordinator.
- The High Tech Crime Unit now incorporates the Internet Child Abuse Investigation team. These officers are responsible for the arrest and processing of suspected Internet paedophiles and for assisting and advising Divisional officers who also investigate such offences.

What does the future hold?

- We will increase intervention and support services through the PPO scheme.
- Develop services available for alcohol addiction.
- Work to address the link between substance abuse and violent crime.

Threat Posed by Organised Crime and Criminality

Organised crime is a major challenge and affects everyone. Some people are harmed directly, with lives and communities blighted. Others will suffer the consequences of higher prices in shops and increased taxation to cover the cost of fraud. We are working locally with the 'Serious and Organised Crime Agency' to disrupt and prosecute those involved to reduce the harm from 'organised crime'.

Our Counter Terrorism strategy will reduce the risk from international terrorism so that you can go about your daily lives freely and with confidence. In delivering against these threats we will reduce crime (SPP1), work jointly to deliver effective policing to tackle serious and organised crime and other protective services (SPP4) and disrupt terrorism and violent extremism (SPP5).

What does the Threat involve?

- Leaving the proceeds of criminal activity in the hands of criminals causes resentment within communities. It provides the motivation for criminal lifestyles, funds further criminality and creates negative role models within the community
- Organised crime groups operate across all crime areas, within and across our borders and are mainly linked to drug supply
- Organised immigration crime exploits children and adults. Criminals trading in vulnerable people are often also trading in guns, drugs and prostitution
- We have seen the impact that terrorism can have on our cities and communities, wherever and whoever we are
- We must protect the police service from the threats of corruption by ensuring all our employees have the highest standards of integrity

What are we doing about it?

- Our Economic Crime Unit is using investigative powers under the Proceeds of Crime Act to investigate and seize assets from criminal activity
- Derbyshire is the lead agency in the East Midlands Counter Terrorism Intelligence Unit providing dedicated specialists to collate, analyse and develop intelligence at community, cross border and national level. We will also work closely with partner agencies and support of the national CONTEST strategy and initiatives integrating Counter Terrorism at Divisional and Neighbourhood level. <http://press.homeoffice.gov.uk/Speeches/02-05-sp-tools-combat-terrorism?version=1>
- Working with our Community Safety partners, we investigate and target individuals involved in criminal gangs, gathering intelligence and using enforcement and disruption tactics as well as a variety of other interventions
- We continue to support national operations against groups using illegal immigrants in local industries. For example 'Operation Pentameter' aims to rescue and protect victims of human trafficking for sexual exploitation, labour exploitation and child trafficking and bring offenders to justice.
- We aim to deny criminals the use of the roads networks by exploiting the full potential of Automatic Number Plate Recognition (ANPR) with our Road Crime Unit
- The Anti-Corruption Unit (ACU) investigates suspected corruption within the organisation, reducing the threats by robust investigation. We have also introduced measures to prevent our staff developing and maintaining inappropriate associations

What does the future hold?

- ANPR expansion to include fixed systems operating in town centres and our major road networks.
- We are seeking to increase investigation of criminal lifestyles through an increased capacity for the Economic crime unit

Managing the Organisation

In much the same way as we have assessed the risks to communities and individuals, we have also assessed the risks to the organisation. In doing so we can ensure we get the best performance from the resources provided and ensure that these are secured for the future.

Managing our Infrastructure

The Security and Information Security section has responsibility for all issues relating to the security of force assets including information systems security.

Managing our Information

We have legal responsibilities to manage the information we hold for policing purposes as well as other information required to manage a large organisation. The Data Protection Act 1998 and statutory guidance relating to the Management of Police Information places obligations on us as to how we retain, dispose of and share the information we hold. A range of compliance audits identify best practice, error trends and patterns, to reduce the risk to the Force.

A Central Disclosure Unit provides services to support the work of child and court services, notifiable occupations and other statutory requests for the disclosure of police information.

Safe Detention of Prisoners

We recognise the risk involved in our custody environment with a high proportion of those we detain in custody suffering mental illness or substance or alcohol dependency. This area has demanded an ever increasing amount of resource, training and technology to keep people safe while in custody.

Protecting our Organisational Integrity

We openly encourage all staff to share any concerns they may have around the conduct of a colleague. This approach has seen many of these easily resolved, however a small minority involve serious malpractice involving unethical, immoral or unlawful conduct. Since introduction, the Anti-corruption Unit has been successful in investigating such conduct.

Managing Business Continuity

Now a legal requirement under The Civil Contingencies Act 2004, we have developed plans for all types of emergency circumstances that threaten our ability to provide a service. From an attack on our infrastructure to the loss of electricity or communications, flood or fire, we know that these plans will allow us to continue to provide a level of service. We test these plans as well as review our response in the aftermath of deploying disaster recovery measures.

Managing our People

With most of our resources spent on people, both police officers and police staff, it is essential that they remain skilled, motivated and properly directed, as well as being fit for the job we expect our people to do. Our Performance and Development Review (PDR) scheme, based around the national Integrated Competency Framework (ICF) for the police service, has been refined and re-launched for 2008/09.

A network of Human Resources Managers link with other senior managers to ensure training is delivered and performance issues are dealt with. They also lead in dealing with dispute resolution, health and attendance management, supported by field specialists when appropriate.

Health and Safety

Derbyshire Constabulary takes seriously the obligations the Health and Safety at Work Act 1974 and the Police (Health and Safety) Act 1997. Our policy is regarded as an effective framework within which employees at all levels of the organisation can contribute towards ensuring high levels of health and safety whilst at work.

The Budget

The breakdown of the 2008/09 Budget and the projections for 2009/10 and 2010/11 is:

INCOME	2008/09	2009/10	2010/11
	£m	£m	£m
Government Contribution	63.4	65.2	67.1
Business Rates and grants	45.7	47.4	49.1
Police Precept	48.1	50.7	53.5
Net	157.2	163.3	169.7
Grants and other income	21.4	21.3	21.2
Total	178.6	184.6	190.9
COSTS	£m	£m	£m
People Costs	148.348	153.268	157.894
Premises Costs	8.085	8.237	8.589
Transport Costs	3.974	4.049	4.124
Supplies & Services	14.258	15.071	15.812
Agency & Contracted Services	2.290	2.333	2.376
Borrowing Costs	1.188	1.569	1.899
Other	1.078	1.098	1.119
Funding from Reserves	(.634)	(.977)	(.959)
Total	178.6	184.6	190.9

Over 80% of all police spending is on people and the budget funds 2072 police officers, 199 Police Community Support Officers and 1420 police staff. A high proportion of police staff perform roles that would previously have been undertaken by police officers. This has helped the force to boost the proportion of time officers spend on front-line operational Police work.

The Police Precept

For 2008-9 the force projected the cost of traditional policing, plus addressing the emerging risks and threats, including terrorism, drug supply, domestic violence, child protection and organised crime groups. The Police have been allocated a budget of £157.2 million, equating to a precept increase of 4.6%. We will use this money along with our reserve budget so that we can meet our demands.

In order to close some of that funding gap that results from the budget settlement for the next three years we will have to make use of all our reserves. We have built these through prudent financial management but we can only use these reserves once. These could have been used to pay for policing of any major incident affecting Derbyshire. Any major incident in the coming years, such as a complicated or protracted murder investigation or a major transport disaster, will have a serious impact on the financial planning for subsequent years.

Through our rigorous risk assessment programme we have responded to the continued funding issues to ensure we are delivering our services in the most important areas while responsibly staying within the budgetary constraints. We will not be able to provide everything you have told us you want but we will do everything we must and should do.

Capital

The capital programme represents expenditure on our assets.

The approved capital programme covers three years. It includes investment in

- Central Contact Management Centre building and improvements to other buildings
- Custody CCTV systems digitisation and other digital equipment investment
- Document management system and other investment in upgrading our computer and communication systems
- Vehicles replacement programme
- Automatic Number Plate Recognition expansion

Approved Capital Programme

	2008/09	2009/10	2010/11
	£m	£m	£m
Land and buildings	8.3	7.3	1.5
IT and communications	3.7	3.6	2.2
Vehicles	1.5	1.2	1.3
Equipment	2.3	0.9	0.2
<i>Total Approved Capital Programme</i>	15.8	13.0	5.2

Capital Funding

	2008/09	2009/10	2010/11
	£m	£m	£m
Capital Grant and contributions	9.5	2.0	2.0
Borrowing	2.4	6.5	1.5
Capital Receipts	0.2	0	0.3
Use of Reserves	3.7	4.5	1.4
<i>Total Capital Funding</i>	15.8	13.0	5.2

EFFICIENCY & PRODUCTIVITY

The Police Authority has a duty to deliver **cashable improvements in efficiency & productivity over 2008-11**, while recognising the importance of **operational policing**. There is an expectation that we must deliver at least 9.3% in cashable savings over the next three years – some £4.5m each year directed to where we most need it.

We have an excellent record on delivering efficiency. Since 2002, we have made over £34m in efficiencies, directing more resources to the front line, achieving the 3rd highest national front-line policing measure. In the last three years alone, we have delivered £7m real cash savings.

We will actively seek out best practice from a number of national programmes, but we are already working hard to succeed in this area.

2008 / 09 - 2010 / 11 - Efficiency Plan

	2008 / 09	2009 / 10	2010 / 11
Project	Cash Releasing (£)	Cash Releasing (£)	Cash Releasing (£)
Carry forward of surplus/deficit balance from previous years' Efficiency Plan	12,524,470	9,507,470	7,940,470
Procurement	100,000	100,000	100,000
Returning Police Officers to front line duties	500,000	500,000	
Regional Collaboration Initiatives		500,000	1,000,000
Reduction in Sickness	450,000		
Section Review	654,000	654,000	
Roads Policing	416,000	416,000	
Realign Staff Mix - Neighbourhood Teams	188,000	188,000	
CCMC			1,000,000
Document Management - Savings in Officer Time			200,000
Other Initiatives	100,000	250,000	250,000
Improvements to Custody Process		1,250,000	1,250,000
	14,932,470	13,365,470	11,740,470

Plan Summary	2008 / 09	2009 / 10	2010 / 11
TOTAL Efficiency target (3.1% of 2007 / 08 GRE)	5,425,000	5,425,000	5,425,000
PLANNED TOTAL Efficiency	14,932,470	13,365,470	11,740,470
TOTAL Surplus (c/fwd to following year)	9,507,470	7,940,470	6,315,470

How Can We Be More Efficient?

Over the last three years we have saved £7 million by reducing administration costs, reviewing allowances and changing pay dates. It is vital that we continue to be creative in our use of existing resources so that we can increase our efficiency. Ways in which we can do this are:

- **Workforce Modernisation** - With over 80% of the budget being spent on police officers and police staff, our people resources must be used effectively. We will look at opportunities to change the mix of support staff and police officers to make sure that we have the right people doing the right job. Over the last two years we have successfully re-deployed 45 police officers from support roles and returned them to frontline duties. As risks emerge, we need to make sure that our police officers are making best use of their skills to address the threats.

- **Moving Resources away from lower risk areas** – Some areas of policing pose less of a threat to Derbyshire than others. We will assess where we can better place our resources to effectively manage our high priority issues.
- **Section Review** – We will review our current force structure to find ways to release police officer resources to improve our ability to respond to public service demand
- **Making the Most of Technology** – We are working on the development of mobile data technology to improve officer visibility by making processes traditionally only accessible within Police Stations to officers out on patrol. This has the potential to reduce bureaucracy and improve data timeliness and efficiency.

Collaboration within the East Midlands

The East Midlands Special Operations Unit is one example of collaboration. It was set up to tackle serious and organised crime in the East Midlands. Another example is the joint air support unit serving Nottinghamshire and Derbyshire. Chief constables and the chairs of police authorities from Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire are committed to working together to improve efficiency and performance in the future. Collaboration will achieve improved levels of service from within existing resources and/or similar levels of service at reduced cost. Collaboration does this whilst retaining local police forces and local accountability.

Following the HMIC report, Closing the Gap, the five East Midlands forces and their police authorities considered how best to identify and address gaps within protective services (serious and organised crime, major crime, strategic roads policing, civil contingencies, critical incidents and public order). New emphasis was placed on working collaboratively after the Home Office withdrew its 2005 plans to merge police forces. The East Midlands region has been recognised as being at the forefront of collaborative working.

The five police forces individually and collectively identified those areas where there is the greatest need to increase capacity and capability to address protective service gaps. This assessment drew on local, regional and national data and will be updated periodically. The areas with the most urgency for improvements across more than one force are the priority for a regional programme and for significant progress by 2009.

Regional protective services work programme

Witness protection	Hi-tech crime
Making best use of police officers with specialist operational skills	Ability to tackle cross-regional and national criminality impacting on the region
Domestic abuse	Live and cold case reviews
Technical support to police operations	Surveillance support teams

Parallel work conducted with support from consultants identified opportunities for greater productivity.

Regional productivity projects.

Tape summarising	Forensics and identification
Managing demand	Authorisation for specialised surveillance
Managing resources	Mobile data
Prisoner processing & file preparation workforce modernisation	Aligning policy and procedure across forces

A collaboration programme team manages the programme of regional work. The Team will cost £1.13m in 2008/09 and £1.2m in 2009/10. It is funded jointly by the five police forces. Projects are led by chief officers from around the region. The programme is overseen by a collaboration board, comprising chief constables, the chairs and members of police authorities. This board meets approximately every six weeks. It provides the detailed management of the programme. There is further oversight of the work through the East Midlands Joint Police Authorities

Committee, which meets quarterly in public. More information can be obtained from the Chief Executive Derbyshire Police Authority Mr Simon Bate OBE, simon.bate@derbyshire.gov.uk.

Detailed information about the programme of regional collaboration on protective services and productivity, including work beyond 2008/09 is set out in the East Midlands Regional Collaboration Plan. A printed version of the plan will be available from the Chief Executive, Derbyshire Police Authority from 30 June 2008.

Derbyshire Constabulary Annual Report

The following pages consist of the forces annual report. This includes details of the force performance and looks back over the last year at news stories from each of our policing divisions and various departments within the force.

It provides a flavour of what has been happening in your local area over the last 12 months.

Celebrating Success

Last year proved to be an exceptional year for Derbyshire Constabulary. We succeeded in achieving all but one of our challenging targets for reducing crime and increasing detection rates.

Overall crime reduced in the County for the fifth year in succession, resulting in 25,646 fewer victims of crime than there were five years ago - a remarkable achievement.

In particular, numbers of house burglaries and vehicle crimes have both been reduced by more than half. They are now at their lowest levels for almost 30 years!

Derbyshire's crime rate is the lowest in the East Midlands, and well below the national average.

We also have the highest overall detection rate in the East Midlands, and the 3rd highest nationally for house burglary.

The number of criminal damage offences reported fell by over 2,200 last year, and the number of anti-social behaviour incidents by over 8,000. This demonstrates the hard work of our new neighbourhood policing teams who work in partnership with local authorities to tackle minor crime and anti-social behaviour.

The only target not achieved last year, as for many police forces, was for reducing violent crime, which rose by 3%. The force is making extra efforts to combat violent crime this year, particularly alcohol related violence and domestic violence.

This year we will also focus on improving the quality of service which crime victims receive and on counter-terrorism and disrupting criminal gangs and organised crime.

Community Watch

Community Watch is a scheme to support the work carried out by Safer Neighbourhood Teams (SNTs).

The scheme is designed for members of the public to volunteer to carry out patrols in their local areas, whether that is a local park or estate. The scheme is a watch and this is emphasised to the volunteers.

The volunteers wear high visibility vests supplied by Derbyshire Constabulary which identify them as Community Watch. For the first 10 weeks these patrols were carried out in the company of an officer from the SNT. They have not been mistaken for police officers and have built a rapport with members of the younger community.

The patrols have been deployed in the areas of Borrowash and West Park at Long Eaton. The project has proved to be successful and has seen incidents of anti-social behaviour and criminality drop to zero on the nights when visible patrols have been on West Park.

Public confidence and understanding of the issues that are affecting the area has been increased.

The volunteers have also been provided with contact details of local partners. This has assisted the volunteers to contact the relevant agency for issues that they have come across and calls for service have been reduced.

The watch also take part in diversionary events with the SNT team and increased the relationship and understanding between everyone involved.

The six month pilot was completed in February 2008 with positive results and an overall decrease of anti-social behaviour compared with 2006-2007.

Brakes put on bike thefts

Safer Neighbourhood teams in Glossop have been working hard to tackle motorcycle thefts in the area.

Teams in Gamesley and Charlesworth, Hadfield and Tintwistle and Glossop town centre began the crackdown on motorbike thefts in November and since then, there has been a reduction in the number of these crimes.

Between September and November 2007, there were 21 motorbike thefts in the area. Between December and March 2008 there were only 13.

Officers arrested nine people on suspicion of motorcycle theft. Six of these have been dealt with by the courts for offences ranging from taking a vehicle without the owner's consent, driving without a licence, driving without insurance and possession of cannabis.

As part of the campaign, officers have given crime prevention advice to hundreds of motorbike owners.

There has been a dramatic decrease in thefts and a number of the suspects are now involved with the F1 project to educate them about the dangers of unlawfully riding mopeds and motorbikes around the Gamesley estate.

Get wise in Chesterfield

C Division is proud to give support to numerous crime reduction and diversionary projects involving staff from the Safer Neighbourhood teams and colleagues in the Community Safety Partnerships. An example of this is the "Get Wise" project. This is aimed at children aged 9-12 that have been victims of violent crime and bullying. The project gives the students a strategy to prevent them from being repeat victims of bullying and raises their self esteem. It is a day long programme held in conjunction with local schools and involves inputs from the school staff, Safer Neighbourhood teams, Derbyshire Fire and Rescue Service, the Primary Care Trust and the Ozbox project.

The first session involved 18 youngsters who took part in various activities ranging from learning first aid to building a racing chariot.

Achieving targets in the City

D Division provides policing services to the people of the City of Derby and South Derbyshire.

The emphasis of the Division over the past 12 months has been around providing reassurance and support to the public through the detection and reduction of crime. In particular the Division has worked on promoting a greater presence in neighbourhoods and tackling more serious crimes that are clearly of concern to the public.

In practical terms this has meant that every single policing section in D Division has achieved their target of detecting at least 27 per cent of all recorded crime. A particular area of success has been the reduction of street robbery which had been a cause of concern for some time.

To combat street robbery Derby police commenced Operation Everest. This operation involves a dedicated team of detectives proactively targeting both offenders and locations associated with street robbery. There has been a significant reduction in the number of people subjected to this particularly traumatic crime and the number of detections for these offences has increased.

Over the past year there have been nearly six per cent fewer street robberies than last year and nearly a third of these have resulted in a suspect being charged and taken to court.

German speaking dogs

Derbyshire dog section has previously sourced dogs from numerous different suppliers including those that have been donated by the public.

Three new recruits to the force dog section have come from a new supplier in Germany. The dogs have been imported because of a shortage of suitable ones in this country.

The dogs were already part-trained, which allowed them to be out on the streets in four weeks.

The only slight problem was that the dogs were trained to react to commands in German! Our handlers had to adapt and learn the 12 most commonly used commands in German.

The German dogs are proving to have a tougher temperament than many of the British dogs. The section is hoping to recruit three more in the near future.

Centralising calls to the force

The Constabulary's Contact Management Department is responsible for handling all incoming telephone calls from the public, both emergency and non-emergency, and for the management of all incidents requiring a police response.

On average they receive 450 emergency calls and 2,500 non emergency calls in a day. In 2007/08 92 per cent of the 999 calls were answered within the target time of 10 seconds and 87 per cent of the non emergency calls were answered within the target time of 40 seconds.

The department is currently based at five locations around the county and the Centralised Contact Management Centre Project (CCMC) will bring all of the current Incident Control Rooms, Call Reception Centres and the Real Time Intelligence Unit together under one roof on the headquarters site. Whilst the department currently performs extremely well against national performance indicators the ability to maintain that performance or to deliver further improvements and efficiencies is constrained by the current infrastructure. This was endorsed by Her Majesty's Inspectorate of Constabulary (HMIC) who stated that "a single integrated facility would generate significant efficiencies and economies in scope and scale" The CCMC building is being built on the headquarters campus and will be completed and fully operational in early 2010.

Simple, speedy, summaries

The overall aim of Criminal Justice Simple, Speedy, Summaries (CJSSS) is to improve the criminal justice system but there are specific ambitions that over time, the improvements will deliver:

- A reduction in the number of court hearings in most cases, from the current average of five to an expectation of one (for guilty plea cases) and two (for contested cases).
- The majority of simple cases taking on average between one day to six weeks from charge to disposal, as opposed to the current system which averages more than 21 weeks.

Principles have been developed to make the process simpler, faster and much more focused on getting an efficient quick service.

This means:

- Improved preparation from arrest to first hearing (ensuring that pre-court preparation is proportionate to the matter at issue).
- Defence prepared and ready for the first hearing.
- Ensuring a plea is entered at first hearing, with a guilty plea being sentenced at that hearing wherever possible, or in the event of a not guilty plea, trials being set within 6 weeks.
- A commitment to ensure that cases are progressed out of court between first hearing and trial - to ensure that trials are ready to go ahead on time.

The scheme went 'live' in Chesterfield Courts on 20 August 2007 followed by Buxton and Derby on the 31 October 2007.

Since then there have already been increases in the number of guilty pleas at a first hearing, guilty pleas disposed of at a first hearing and a reduction in the time from charge to a case being finalised.

Operation Fearless

A targeted drugs operation was conducted between January and November 2006 into the activities of a number of people involved in the trafficking of Class A and B controlled drugs throughout Derbyshire. The investigation was initially concerned with local activity but as it progressed officers realised that certain individuals were involved in drug trafficking on an international scale. As a result, a joint investigation with the Dutch National Crime Squad began; part of this case is still subject of judicial proceedings in Holland. Through the excellent working relationship between the Derbyshire Constabulary and the Dutch authorities the operation was brought to a successful conclusion.

In November 2006 a total of 13 people were arrested for drug trafficking and money laundering offences. The overall amount of drugs seized was; one kilo of cocaine, 1,000 ecstasy pills, as well as small amounts of amphetamine and steroids. Cash to the value of £45,000 was seized. The assets of those arrested, which are believed to have been acquired as a result of criminal activity totalling £900,000 are now subject to further investigation under the Proceeds of Crime Act. In addition, more than £200,000 worth of stolen jewellery was recovered from three burglaries in Leicestershire.

In September 2007, following a Crown Court trial eight people were convicted on conspiracy to supply controlled drugs and other related offences. The most significant sentences for the principal offenders were 13, 12 and 10 years. Others received lesser sentences.

Dismantling this organised crime group has prevented huge quantities of drugs reaching the streets of Derbyshire. More than 1,000 deals of cocaine were prevented from reaching users which would have netted the traffickers between £40 - 50,000 profit.

The Big Derbyshire Clean Up

The last 12 months has seen an unprecedented partnership operation to clean up parts of the county. The Big Derbyshire Clean Up was a countywide campaign to improve life in local communities. It was funded with money provided by Derbyshire County Council, Derbyshire Constabulary and the Derby and Derbyshire Economic Partnership.

It involved dedicated teams of police, council and community safety partnership staff working alongside local people, schools, businesses and organisations to make a real difference. The general aim was to improve the local environmental quality for communities across Derbyshire, in turn reducing the incidents of low level crime, whilst improving people's perceptions about their area

Issues such as litter, fly tipping, graffiti and anti-social behaviour were tackled. Footpaths were cleared and fences repaired plus many more improvements across the county.

The individual projects made a visible and positive impact throughout the county, allowing local people an opportunity to help improve their community. Regenerating certain areas helps to make residents feel safer and feel proud about where they live and work.

A Citizen's Panel survey conducted in February 2008, showed a marked improvement in people's perceptions of anti-social behaviour problems.

Statutory Performance Indicators (SPIs) for 2007/08

SPI	Performance Indicator	Force Target	Actual Result*
	Percentage satisfied for victims of burglary, violent crime, vehicle crime and road collisions with:		
1a	making contact with the police	*	90.7 ± 1.3
1b	action taken by the police	*	76.7 ± 1.5
1c	being kept informed of progress	*	66.7 ± 1.7
1d	their treatment by staff	*	91.4 ± 1.0
1e	the overall service provided	*	80.0 ± 1.4
2	Using the British Crime Survey, the percentage of people who think their local police do a good job	*	47.6
3a	Percentage satisfied for victims of racist incidents with the overall service provided	*	72.8 ± 7.4
3b	Percentage satisfied for white and minority ethnic groups with the overall service provided	*	White: 80.0 ± 2.9 Minority: 64.5 ± 6.8
3c	Percentage of PACE searches which lead to arrest by ethnicity of the person searched	*	White 8.5 Minority 11.3
3d	Percentage sanction detection rates for violence against the person offences by ethnicity of the victim	*	White 48.6 Minority 39.4
	Using British Crime Survey:		
4a	the percentage risk of personal crime	*	4.3
4b	the percentage risk of household crime	*	14.9
5b	Violent crime per 1,000 population	17.6	18.8
5e	Life threatening and gun crime per 1,000 population	*	0.28
5f	Acquisitive crime per 1,000 population	*	16.8
	Offences brought to justice:		
6a	Number	21,000	23,506
6b	Percentage	*	30.3
7a	Percentage of notifiable offences resulting in a sanction detection	27.0	28.9
8a	Percentage of domestic violence incidents where an arrest was made	*	27.1
8c	£ value of cash forfeiture and confiscation orders per 1,000 population	*	2,096
9a	Number of people killed or seriously injured in road traffic collisions per 100 million vehicle km travelled	*	6.5
	Using the British Crime Survey:		
10a	(i) percentage very worried about burglary	*	11.8
	(ii) percentage very worried about car crime	*	9.9
	(iii) percentage very worried about violent crime	*	16.6
10b	Using the BCS, percentage worried about high levels of anti-social behaviour	*	17.0
10c	Using the BCS, percentage who perceive that people using or dealing drugs are a problem in their local area	*	29.4
11	Percentage of police officer time spent on frontline duties	70.8	71.9
12a	Percentage of cashable and non-cashable efficiency savings	1.5 & 1.5	2.6 & 8.9
	Percentage of working hours lost due to sickness by:		
13a	police officers	*	4.2
13b	police staff	*	3.8
3e	Percentage of minority ethnic police recruits compared to the economically active population	3.7	4.7
3g	Percentage of female police officers	22.0	22.7

*figures in italic are estimates

Local Performance Targets for 2008/09

Performance Indicator	Force Target
Using the British Crime Survey:	
(i) percentage very worried about burglary	10
(ii) percentage very worried about car crime	10
(iii) percentage very worried about violent crime	14
Using the British Crime Survey, the percentage of people who think their local police do a good job	50
Victims of burglary, violent crime, vehicle crime and road collisions % satisfied with the overall service provided	85
Difference in % satisfied with the overall service provided for white and minority ethnic victims	< 6
Safer Neighbourhood Team % working hours abstracted to other duties	< 10
Anti-social behaviour incidents	74,000
Criminal damage offences	17,500
Serious acquisitive crime (domestic burglary, vehicle crime & robbery)	13,000
Assault with injury	10,700
Overall crime % sanction detection rate	27
Serious acquisitive crime % sanction detection rate	20
Assault with injury % sanction detection rate	48
Racially/religiously aggravated offences % sanction detection rate	42
Number of people killed or seriously injured in road traffic collisions	544
Average number of working days lost per year due to sickness by:	
(a) police officers	8.8
(b) police staff	8.8
Percentage of minority ethnic police officers	3.5
Percentage of police recruits from minority ethnic groups compared to the economically active population	Recruits: 3.7 EAP: 3.7
Percentage of female police officers	23.4
Percentage of female police recruits	36
999 calls percentage answered within 10 secs	90
999 calls average seconds response time	< 4
non-999 calls percentage answered within 40 secs	90

Contact Us

In case of emergency, always dial 999

You can provide information about crimes or people involved in criminal activity, anonymously by calling Crime Stoppers on **0800 555 111**

Derbyshire Constabulary
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Butterley Hall
Ripley
Derbyshire
DE5 3RS

0845 123 3333

www.derbyshire.police.uk

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01773 573771 or 01773 573775

www.derbyshire.police.uk/policeauthority

Feedback

You can give us feedback on a variety of policing topics through the 'Contact Us' pages on the Derbyshire Constabulary or Derbyshire Police Authority websites.

These websites also contain useful information about your local policing service, including

- Your local Safer Neighbourhood Team and local priorities
- Latest news and appeals
- Crime prevention advice
- Young peoples pages
- Freedom of Information releases

As well as links to

- Crime Stoppers
- National Mobile Phone Register
- Safer Car Parks
- Think You Know – a link to the Child Exploitation and Online Protection Centre

Integrity ■ Respect ■ Performance ■ Responsibility ■ Innovation

Derbyshire Police Authority

Summaries of this document are available in other languages and formats from

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