

PEEL: Police effectiveness 2015

An inspection of Derbyshire Constabulary



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Contents

Overview – How effective is the force at keeping people safe and reducing crime?	3
Overall judgment.....	3
Summary	3
Force in numbers	7
Introduction	9
How effective is the force at preventing crime and anti-social behaviour, and keeping people safe?	11
How well does the force work to prevent crime and anti-social behaviour, and keep people safe?	13
How well does the force work with partners to prevent crime and anti-social behaviour, and keep people safe?	15
Summary of findings	17
How effective is the force at investigating crime and managing offenders?	18
How well does the force investigate crime and keep victims safe and informed? .	20
How well does the force identify and manage offenders to prevent re-offending? 23	
Summary of findings	25
How effective is the force at protecting from harm those who are vulnerable, and supporting victims?	26
Summary of findings	26
How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?	28
How well does the force understand the threat and risk posed by serious and organised crime?	31
How effectively does the force respond to serious and organised crime?	32
How effectively is the force working with partners to prevent serious and organised crime?	33
How effective are the arrangements in place to ensure that the force can fulfil its national policing responsibilities?	33
Summary of findings	34
Annex A – HMIC judgments	36

Overview – How effective is the force at keeping people safe and reducing crime?

Overall judgment¹



Good

Derbyshire Constabulary is good at keeping people safe and reducing crime. The constabulary has an effective approach to crime and anti-social behaviour prevention and it works extremely well with others to keep people safe, including protecting victims and the most vulnerable people.² The quality of crime investigation is good and the constabulary works well to stop re-offending. It is outstanding at disrupting the activity of organised crime groups and it has arrangements in place to ensure that it can fulfil its national policing responsibilities. This is the first year HMIC has graded forces on their overall effectiveness so comparison of their year-on-year effectiveness is not possible.

Summary

Derbyshire Constabulary is committed to preventing crime and anti-social behaviour. Its clear approach to prevention is well understood by officers and staff who work productively with other organisations to solve problems in neighbourhoods, including intervening early to stop them from escalating.

When a crime has occurred, the constabulary acts quickly and carries out high quality investigations, including making sure victims are safe and keeping them informed about how their cases are progressing. The constabulary works well to identify, investigate and bring to justice repeat and dangerous offenders and to stop them re-offending.

Increasingly, the constabulary is focusing on so-called hidden crimes such as domestic abuse and child sexual exploitation with a view to protecting the most vulnerable members of the community. Our inspection of how Derbyshire Constabulary deals with victims who are vulnerable in some way found good work; in particular, officers and staff are quick to put in place effective protection for domestic abuse victims.³ In addition, the constabulary has recently increased the number of

¹ Outstanding, Good, Requires improvement or Inadequate – see Annex A for definitions.

² A vulnerable person is someone who is in need of special care, support, or protection because of age, disability, or risk of abuse or neglect.

³ *PEEL: Police effectiveness 2015 (Vulnerability)* – Derbyshire Constabulary, HMIC, December 2015. Available from: www.justiceinspectorates.gov.uk/hmic/publications/police-effectiveness-vulnerability-2015-derbyshire/

specialist staff and officers dedicated to dealing with cases of domestic abuse and child sexual exploitation, and its central referral unit will improve the service the constabulary provides to victims.

The constabulary has an in-depth understanding of the threat posed by serious and organised crime. This, supported by its own highly skilled and experienced staff and a good relationship with the East Midlands Special Operations Unit, which provides additional specialist skills and resources, means the constabulary is outstanding at disrupting the activity of organised crime groups.

The leadership has strong oversight of the force's ability to respond to national threats, such as terrorism, serious cyber-crime incidents and child sexual abuse. Its own arrangements for ensuring it can meet its national obligations in this regard (such as planning, testing and exercising) are good.

How effective is the force at preventing crime and anti-social behaviour, and keeping people safe?



Good

Derbyshire Constabulary is good at preventing crime and anti-social behaviour and keeping people safe. This is consistent with the 2014 crime inspection where the constabulary was judged to be good at reducing crime and preventing offending.

Constabulary priorities reflect a commitment to prevention, supporting victims, partnership working and keeping people safe. This commitment is generally well understood throughout the constabulary, and it ensures that well-trained police officers and staff are assigned to local neighbourhoods who focus on preventing problems from occurring or from escalating.

The constabulary has the right systems and ways of working in place at constabulary and neighbourhood level,

How effective is the force at investigating crime and managing offenders?



Good

Derbyshire Constabulary's approach to investigating crime and managing offenders is good. This is consistent with HMIC's 2014 crime inspection, in which the constabulary was judged as good at investigating offending.

Processes for the initial investigation and allocation of complex and non-complex crime work well. The quality of subsequent investigations is good as investigative staff are well trained, and generally properly qualified. Investigation plans are thorough and well documented, following approved practice for investigations, and there is clear evidence of effective support and review by experienced supervisors.

Victims are generally kept well informed as investigations progress and the constabulary uses 'crime contracts' to

alongside a range of powers and tactics, to work together with partner organisations to tackle anti-social behaviour and keep people safe.

While there are a few areas for improvement, including how the constabulary understands, evaluates and shares evidence of 'what works', the public can feel confident that the constabulary is working well to prevent crime and anti-social behaviour, and keep people safe.

establish how and when the victim would like to be contacted.

Forensic and digital specialists are used effectively to support investigations, although backlogs do exist for phone investigation.

The constabulary identifies vulnerable offenders and makes efforts to divert them from further offending. While there is an area for improvement, the constabulary's ways of working with partner organisations to identify, monitor and work with repeat and dangerous offenders to stop them re-offending generally work well.

How effective is the force at protecting from harm those who are vulnerable, and supporting victims?



Good

Derbyshire Constabulary has clear processes in place to identify repeat and vulnerable victims. The constabulary makes accurate assessments of the risks victims face, its response to them is consistent and it works well with partner organisations to protect the vulnerable; HMIC judges that the constabulary's performance is good.

The constabulary shares information effectively with partner organisations through its central referral unit; this provides direct access to external service

How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?



Outstanding

Derbyshire Constabulary is outstanding in the way it identifies and tackles serious and organised crime. This is the first year HMIC has graded forces on their effectiveness at tackling serious and organised crime, including a force's arrangements for ensuring that it can fulfil its national policing responsibilities, so no year-on-year comparison is possible.

The constabulary has a well-developed understanding of the threat posed by serious and organised crime. HMIC

providers and means that immediate safeguards are put in place to protect vulnerable people. There are ambitions to develop this way of working into a multi-agency safeguarding hub; hubs bring all service providers together and have proved successful elsewhere in providing tailored support to victims.

The constabulary is making headway in addressing areas of improvement that were identified in HMIC's domestic abuse inspection in 2014. In particular, officers are increasingly using their professional judgment, as well as using long-established risk factors, in considering the harm that victims are facing.

The identification of vulnerability issues in more routine, frequently-occurring crime is an area where the constabulary could do more; this may reveal hidden patterns of victimisation which could signify that an individual is at more risk than it first may seem.

found that the constabulary has effective ways of working to deter people from committing serious and organised crime. These include working with young people and awareness raising in schools. There is an effective multi-agency response to tackling serious and organised crime and the constabulary has a good working relationship with other forces in the region with access to an extensive range of specialist policing capabilities provided by the East Midlands Special Operations Unit. The constabulary communicates well with its communities, publicising successes and warning of the consequences of being involved in serious and organised crime.

The constabulary's approach to tackling and disrupting serious and organised crime in collaboration with partner organisations has resulted in a number of successful operations that have improved the lives of those living in communities affected by organised crime.

The necessary arrangements are in place to ensure that the constabulary can fulfil its national policing responsibilities. It regularly tests its ability to respond to national threats, including public order events and counter-terrorist incidents, by conducting unannounced tests of its mobilisation. It has also conducted extensive exercises to test inter-operability with fire and ambulance services.

Force in numbers



Calls for assistance

Calls for assistance per 1,000 population 12 months to 31 March 2015

Derbyshire
Constabulary

793

England and Wales

350



Crime

Crimes recorded (excluding fraud) per 1,000 population 12 months to 30 June 2015

Derbyshire
Constabulary

50.5

England and Wales

63.0

Crimes recorded (excluding fraud) per 1,000 population 12 months to 30 June 2014

Derbyshire
Constabulary

50.4

England and Wales

60.3

Changes in recorded crime (excluding fraud) 12 months to 30 June 2014 against 12 months to 30 June 2015

Derbyshire
Constabulary

+0.2%

England and Wales

+4.5%

Changes in recorded crime (excluding fraud) 12 months to 30 June 2010 against 12 months to 30 June 2015

Derbyshire
Constabulary

-21.0%

England and Wales

-12.6%



Charge rate

Charge rate as a percentage of all crimes recorded (excluding fraud) 12 months to 30 June 2015

Derbyshire
Constabulary

20.6%

England and Wales

16.0%



Anti-social behaviour

Anti-social behaviour incidents per 1,000 population 12 months to 30 June 2015

Derbyshire Constabulary

43.4

England and Wales

32.9

Anti-social behaviour incidents per 1,000 population 12 months to 30 June 2014

Derbyshire Constabulary

45.8

England and Wales

36.2



Domestic abuse

Domestic abuse as a percentage of all recorded crime (excluding fraud) 12 months to 31 March 2015

Derbyshire Constabulary

10.3%

England and Wales

10.0%

Domestic abuse as a percentage of all recorded crime (excluding fraud) 12 months to 31 March 2014

Derbyshire Constabulary

9.5%

England and Wales

8.5%



Organised crime groups

Organised crime groups per million population as at 30 June 2015

Derbyshire Constabulary

79.4

England and Wales

74.7



Victim satisfaction rate

Victim satisfaction rate 12 months to 31 March 2015

Derbyshire Constabulary

83.1%

England and Wales

83.8%

Introduction

The public expects their local police force to:

- Prevent crime and anti-social behaviour and, when crime occurs, to investigate it properly and provide support to victims.
- Use appropriately trained officers and staff and approved practice when investigating crime, gathering evidence and building cases to ensure offenders are brought to justice.
- Support victims of crime by responding to calls for service, identifying and putting in place the right help at the first point of contact, keeping them informed and consulting them about the possible outcomes of their case.
- Ensure that vulnerable people who might not have been a victim of crime are identified and given appropriate support, for example people at risk of domestic abuse, children at risk of sexual exploitation and missing or absent children.
- Understand and be prepared to respond to threats beyond their own force boundaries, including national threats such as terrorism, serious and organised crime and cyber-crime.
- Work effectively with local partner organisations and other bodies to prevent all types of crime and re-offending and to protect the public.

HMIC's annual inspections into police effectiveness, efficiency and legitimacy (PEEL) consider whether forces keep people safe and reduce crime (how effective a force is), whether these activities are being carried out at the most appropriate cost (how efficient a force is), and how forces are ensuring they have the confidence of their communities (the public legitimacy of a force).

All forces are subject to significant cost reductions; this is reflected in our efficiency reports published in October 2015. The judgments we are making in this effectiveness report are made understanding the financial challenges forces are facing. Reports on the efficiency and legitimacy of Derbyshire Constabulary are available from the HMIC website (www.justiceinspectorates.gov.uk/hmic/).

HMIC's effectiveness inspections make an assessment of how well forces are preventing and investigating crime and anti-social behaviour; tackling serious and organised crime; and protecting victims and those who are vulnerable. These are the most important responsibilities for a police force, and are the principal measures by which the public will judge the performance of their force and policing as a whole.

Our effectiveness inspection focused on the overall question: "How effective is the force at keeping people safe and reducing crime?"

To answer this question we looked at four in-depth questions, three of which are discussed in more detail within this report:⁴

1. How effective is the force at preventing crime and anti-social behaviour, and keeping people safe?
2. How effective is the force at investigating crime and managing offenders?
3. How effective is the force at protecting those who are vulnerable from harm and supporting victims?
4. How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?

During our inspection, we collected data from forces, reviewed case files and surveyed the public to seek their views on the effectiveness of the force. We also surveyed and interviewed representatives from partner organisations to gather evidence about the effectiveness of their working relationships with the force. We interviewed chief constables and chief officers and held focus groups of officers and staff at all grades and ranks. We also made numerous unannounced visits to police stations to talk to frontline officers and staff about their work. This report sets out the findings from this wide-ranging inspection of Derbyshire Constabulary.

⁴ HMIC inspected forces on questions 1, 2 and 4 between September and November 2015. Question 3 was inspected between June and August 2015, and a separate report was published in December 2015 (available from: www.justiceinspectorates.gov.uk/hmic/publications/police-effectiveness-vulnerability-2015-derbyshire/). In 2014, in preparation for the PEEL programme, forces were inspected to assess how effective they are at cutting crime (available from: www.justiceinspectorates.gov.uk/hmic/publications/crime-inspection-force-reports/).

How effective is the force at preventing crime and anti-social behaviour, and keeping people safe?

The police's ability to prevent crime and anti-social behaviour and to keep people safe is a principal measure of its effectiveness. Crime prevention can be cheaper and more effective than investigating crime, and it makes society a safer place. The police cannot prevent crime on their own; other statutory and non-statutory bodies have a vital role to play. Police effectiveness in this matter is therefore dependent on their ability to work closely with other partner organisations to understand local problems and have access to a wide range of evidence-based interventions to resolve them.

How much crime and anti-social behaviour is there in Derbyshire?

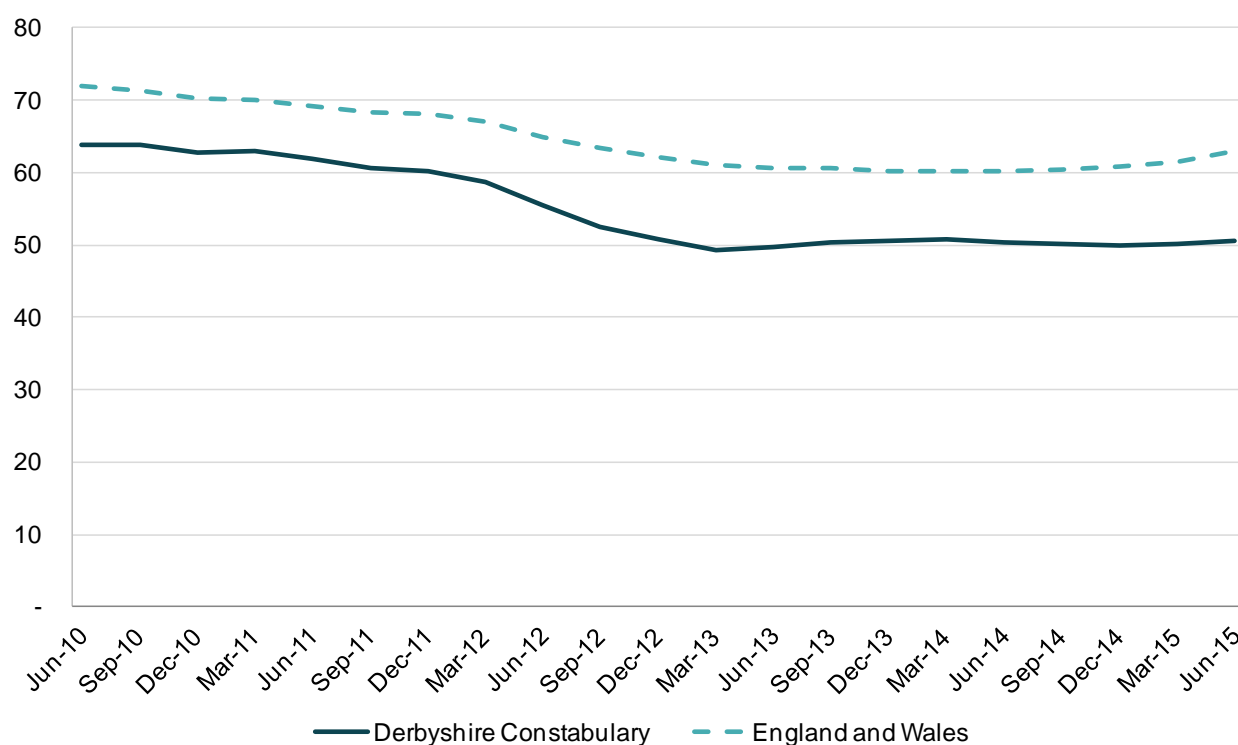
Although police recorded crime is by no means a complete measure of the totality of demand for calls on its service that a force faces, it does provide a comparable indication of performance across all forces. Crime rates are reported as a number of crimes per 1,000 population in each force area to enable comparison between areas. Total recorded crime is made up of victim-based crime (e.g. theft) and non victim-based crime (e.g. possession of drugs). More than two-thirds of forces showed an annual increase in total police recorded crime (excluding fraud) in the 12 months to 30 June 2015. This increase in police recorded crime may have been affected by the renewed focus on the quality and compliance of crime recording since HMIC's national inspection of crime data in 2014.

In 2010 the Home Secretary set a clear priority for the police service to cut crime. When compared with the 12 months to 30 June 2010, police recorded crime (excluding fraud) for the 12 months to 30 June 2015 fell by 21 percent in Derbyshire compared with a reduction of 13 percent across all forces in England and Wales.

Over this same period, victim-based crime (i.e. crimes where there is a direct victim such as an individual, a group, or an organisation) decreased by 22 percent in Derbyshire, compared with a reduction of 12 percent across England and Wales.

When compared with the previous year, police recorded crime (excluding fraud) in Derbyshire showed a marginal change for the 12 months to 30 June 2015. This is compared with an increase of 4 percent across England and Wales over the same period.

Figure 1: Police recorded crime rates (per 1,000 population) for the five-year period to 30 June 2015



Source: Home Office data

The volume of police recorded crimes and incidents of anti-social behaviour per head of population indicates how safe it is for the public in that police area.

Figure 2 shows crime and anti-social behaviour rates in Derbyshire (per 1,000 population) compared with England and Wales.

Figure 2: Police recorded crime rates (per 1,000 population) for the 12 months to 30 June 2015

Rates per 1,000 population	Derbyshire Constabulary	England and Wales
Recorded crime (excluding fraud)	50.5	63.0
Victim-based crime	45.6	56.0
Sexual offences	1.4	1.6
Assault with injury	5.7	6.3
Burglary in a dwelling*	6.1	8.4
Anti-social behaviour incidents*	43.4	32.9

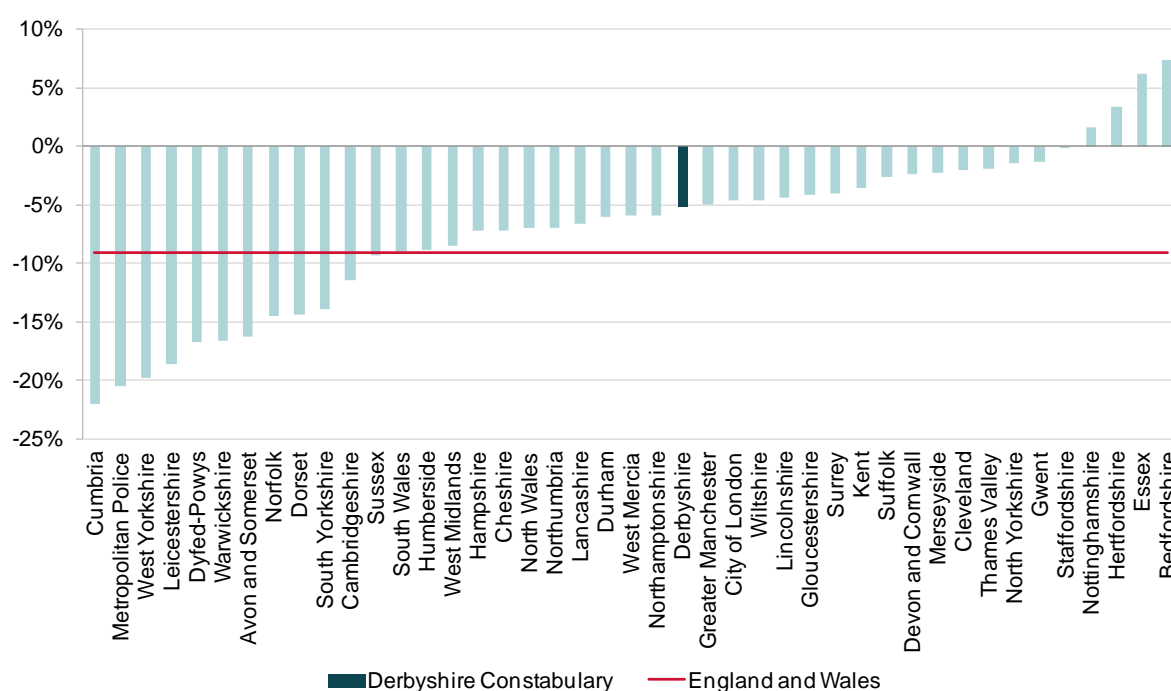
Source: Home Office data, HMIC data return

*Anti-social behaviour data is from the constabulary's data return and the rate for burglary in a dwelling is the rate per 1,000 households, not population.

HMIC has chosen these types of crime to indicate offending levels in the constabulary area. We are not judging the effectiveness of the constabulary on police recorded crime rates only.

In the 12 months to 30 June 2015, Derbyshire Constabulary recorded 44,803 incidents of anti-social behaviour. This is 5 percent fewer incidents than the constabulary recorded during the previous 12 months. When considering all forces across England and Wales, there were 9 percent fewer incidents in the 12 months to 30 June 2015, than recorded during the previous 12 months.

Figure 3: Percentage change in the volume of anti-social behaviour incidents, by force, comparing the 12 months to 30 June 2015 with the 12 months to 30 June 2014



Source: HMIC data collection

How well does the force work to prevent crime and anti-social behaviour, and keep people safe?

How well is the force prioritising the prevention of crime and anti-social behaviour?

Derbyshire Constabulary's overall plan for reducing crime demonstrates a strong commitment to crime and anti-social behaviour prevention and keeping people safe. Careful and wide-ranging analysis involving partner organisations such as local authorities, probation services, voluntary organisations and housing associations, as well as information from public consultation, is used to pinpoint the strategic threats and risks facing Derbyshire's communities as part of an annual assessment process. This work is translated into the chief constable's operational plan, which reflects the priorities set out in the police and crime commissioner's police and crime plan. The priorities reflect a clear commitment to supporting victims, working with partners,

keeping people safe from crime and anti-social behaviour and maintaining neighbourhood policing by directing resources into local preventive activity.

The importance of preventing crime and anti-social behaviour and keeping people safe is generally well understood throughout the whole constabulary. This includes how important it is to intervene early to stop the escalation of anti-social behaviour. Operational activity reflects constabulary level and local prevention priorities. The importance of preventing crime and anti-social behaviour and keeping people safe is generally well understood throughout the whole constabulary. This includes how important it is to intervene early to stop the escalation of anti-social behaviour”.

How well are resources allocated to prevent crime and anti-social behaviour?

The constabulary effectively allocates officers and staff in neighbourhoods to prevent crime and anti-social behaviour and keep people safe by ensuring that every local area has a visible and accessible safer neighbourhood team.

Neighbourhood activity is focused on local knowledge of risk and harm, talking to communities and some analysis to identify and solve short and longer term problems relating to a variety of victims, offenders and locations. This includes responding to early signs of potential criminal and anti-social behaviour.

Prevention and enforcement plans are put in place immediately for repeat victims, and those identified as vulnerable (a person who is in need of special care, support, or protection because of age, disability, or risk of abuse or neglect). Police and partner resources are co-ordinated and targeted accordingly, intervening early to prevent escalation. Plans are regularly reviewed by supervisors.

HMIC found evidence that neighbourhood officers are sometimes being taken out of their roles to undertake more reactive duties, and these officers, including police community support officers (PCSOs), are also holding greater investigative workloads. The size and makeup of local neighbourhood teams do not always reflect local demand, which, at times, reduces the amount of problem-solving and crime prevention activity undertaken to make neighbourhoods safer. The constabulary is aware of this and is working towards reducing overall demand and ensuring neighbourhood teams focus on those communities with the greatest needs.

How well is the force using a broad range of effective tactics to prevent crime and anti-social behaviour?

Safer neighbourhood teams use a broad range of tactics to prevent crime and anti-social behaviour and keep people safe. These include anti-social behaviour powers, disruptive tactics, advice and equipment (CCTV, use of crime prevention officers, ‘neighbourhood alert’), campaigns (for example, ‘stamp out fraud’) and restorative interventions, to tackle offending behaviour, reduce opportunities for crime, and improve victim satisfaction.

In HMIC’s 2014 crime inspection, we made recommendations to make sure the constabulary had methods in place to review and evaluate the benefits of current and new tactics and initiatives, and capture and share learning and good practice.

Progress is being made in this area. The 'evidence-based policing board', chaired by an assistant chief constable, is exploring more innovative approaches to improve its ability to predict criminal activity and the potential for evaluating results through commissioned academic research.

The constabulary's 'what works' web page enables staff dealing with particular problems to access information about successful measures used in the past. However, local problem-solving activity would still benefit from more consistent and sophisticated problem-solving approaches, including the use of predictive policing techniques and evidence of innovations and 'what works' from other forces, academics and partners. Although awareness of the new 'what works' page is fairly widespread, frontline staff need to take responsibility for routinely evaluating, sharing and refining effective practice.

How well does the force work with partners to prevent crime and anti-social behaviour, and keep people safe?

How committed is the force to working with partner organisations?

The constabulary understands that prevention activity can only be effective when undertaken jointly with partner organisations, and it invests significant time and energy in doing so.

The chief constable chairs a safer communities board, which provides a clear governance structure for tackling joint prevention priorities. Feedback from local partners reflects strong professional relationships between local police teams and partner organisations, and a commitment to resolving community issues together.

This investment of time and resource in working with partner organisations, with their additional skills, powers and resources, means the constabulary is effective at keeping people safe in their everyday lives, and solving problems as and when they occur.

How well does the force share and use information with partner organisations to prevent crime and anti-social behaviour?

The constabulary jointly funds anti-social behaviour co-ordinators, has police sergeants based in local council offices, and has established effective systems and methods to collect, share and act on partner information. As well as information-sharing agreements, the constabulary has invested in an online case management system which is increasingly being used by local partner organisations to share information, carry out joint risk assessments, and capture subsequent partnership activity, although the constabulary has further to go before this way of working becomes part of day-to-day practice. Constabulary representatives also meet partner organisations regularly at a local level to discuss cases and agree joint preventative activity.

How well is the force working with partner organisations to keep people safe and tackle anti-social behaviour in local neighbourhoods?

HMIC saw good examples of effective problem-solving with partner organisations to prevent crime and anti-social behaviour and keep people safe, including:

- using architects to work with developers and businesses to 'design out crime' in new buildings and public spaces;
- undertaking regular joint operations alongside licensed premises, street pastors and the local council to keep people safe in the night-time economy;
- plans to introduce volunteer wardens to tackle anti-social behaviour in a local park;
- using a range of powers to keep people safe in public places including dispersal orders to tackle potential violent behaviour in town centres, and community protection notices to deal with anti-social individuals; and
- working closely with schools and youth offending teams to teach young people about the dangers and consequences of getting involved with gangs and other criminal and anti-social activity.

The constabulary also works well with partner organisations to promote resolutions that protect communities and victims, when crime or anti-social behaviour has occurred. Neighbourhood officers have the discretion to resolve anti-social behaviour and low-level criminality by explaining options and referring offenders to a range of educational and diversionary schemes. Most officers understand that it is important to take the victim's view into account when deciding how to resolve cases. Officer awareness, understanding and use of the statutory 'community remedy' documents⁵ to give victims a say in out-of-court punishments is varied, but officers make referrals to a local voluntary organisation which provides restorative justice services across the constabulary area. These services are designed to help the offender face up to the consequences of their actions by communicating with the victim, and allow the victim to have a say in how the offender is punished.

⁵ *Anti-social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers - Statutory guidance for frontline professionals*, Home Office, July 2014, Page 11. Available from: www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final_2_.pdf

Summary of findings



Good

Derbyshire Constabulary is good at preventing crime and anti-social behaviour and keeping people safe. This is consistent with HMIC's 2014 crime inspection where the constabulary was judged to be good at reducing crime and preventing offending.

Constabulary priorities reflect a commitment to prevention, supporting victims, partnership working and keeping people safe. This commitment is generally well understood throughout the constabulary, and it ensures that well-trained police officers and staff are assigned to local neighbourhoods who focus on preventing problems from occurring or from escalating.

The constabulary has the right systems and ways of working in place at force and neighbourhood level, alongside a range of powers and tactics, to work together with partner organisations to tackle anti-social behaviour and keep people safe.

While there are a few areas for improvement, including how the constabulary understands, evaluates and shares evidence of 'what works', the public can feel confident that the constabulary is working well to prevent crime and anti-social behaviour, and keep people safe.

Areas for improvement

- The force should routinely evaluate tactics and share effective practice – both internally and with partners – to continually improve its approach to the prevention of crime and anti-social behaviour.

How effective is the force at investigating crime and managing offenders?

When a crime occurs, the public must have confidence that the police will investigate it effectively, take their concerns as victims seriously, and bring offenders to justice. To be effective, investigations should be well planned and supervised, based on approved practice, and carried out by appropriately trained staff. The risk posed by those who are identified as being the most prolific or dangerous offenders must also be properly managed (in partnership with other organisations), to minimise the chances of continued harm to individuals and communities.

HMIC referred to national standards and best practice in examining how well the force allocates and investigates both complex and non-complex (e.g. burglary, robbery and assault) crime, including the full range of ways police officers and staff can gather evidence to support investigations (these include the more traditional forensics, such as taking fingerprints, as well as digital sweeps to find evidence of online abuse, for instance).

We also looked at how well the force works with partners to identify vulnerable offenders and prevent them from re-offending, and how well it identifies and manages repeat, and dangerous and sexual offenders.

How well does the force bring offenders to justice?

Since April 2014, police forces in England and Wales have been required to record how investigations are concluded in a new way, known as 'outcomes'. Replacing what was known as 'sanction detections', the new outcomes framework gives a fuller picture of the work the police do to investigate and resolve crime. The new broader framework (now containing twenty different types of outcomes) is designed to support police officers in using their professional judgment to ensure a just and timely resolution. The resolution should reflect the harm caused to the victim, the seriousness of the offending behaviour, the impact on the community and deter future offending.

Given the work involved in amending police force crime-recording systems to accommodate fully the new outcomes framework, two forces have not yet been able to provide a full year of data for all new outcomes types. Derbyshire Constabulary, however, has been providing the Home Office with full data since April 2014. The complete range of new outcome types will be used in future HMIC inspections, once all forces have provided a full year of data. Figure 4 shows only those outcome types for which full data is available for all forces in England and Wales.

Figure 4: Outcomes recorded in the 12 months to 30 June 2015 for all police recorded crime (excluding fraud)^{6 7 8}

Outcome type/group	Derbyshire Constabulary Number of outcomes	Rate	England and Wales Number of outcomes	Rate
Charged/Summoned	10,738	20.6	577,678	16.0
Taken into consideration	534	1.0	21,318	0.6
Out-of-court (formal)	2,406	4.6	165,384	4.6
Caution - youths	300	0.6	19,703	0.5
Caution - adults	1,617	3.1	115,000	3.2
Penalty Notices for Disorder	489	0.9	30,681	0.8
Out-of-court (informal)	3,814	7.3	159,915	4.4
Cannabis/Khat warning	783	1.5	41,964	1.2
Community resolution	3,031	5.8	117,951	3.3

Source: Home Office crime outcomes data

Outcomes are likely to differ from force to force for a number of reasons. Certain offences are more likely to be concluded without offenders being prosecuted; typically including types of crime such as cannabis misuse. If this type of crime is particularly prevalent in a force then it is likely that the level of 'cannabis/khat⁹ warning' outcomes would be greater.

The frequency of outcomes may also reflect the force's policing priorities. For example, some forces work hard with partners to ensure that first time and low-level offenders are channelled away from the criminal justice system. In these areas, locally-based community resolutions are likely to be more prevalent than elsewhere. When considering all crimes recorded (excluding fraud), outcome rates for Derbyshire Constabulary are broadly in line with most other forces in England and Wales.

The constabulary makes a greater use of community resolutions than the average force across England and Wales. The constabulary provides training to staff thereby

⁶ Rate based on number of outcomes recorded in 12 months to 30 June 2015 divided by number of offences recorded in 12 months to 30 June 2015.

⁷ For a full commentary and explanation of outcome types please see *Crime Outcomes in England and Wales 2014/15*, Home Office, London, July 2015. Available from: www.gov.uk/government/uploads/system/uploads/attachment_data/file/445753/hosb0115.pdf

⁸ Community resolutions are an out-of-court disposal the police can use to deal with anti-social behaviour and low-level crime. 'Taken into consideration' is when an offender admits the commission of other offences in the course of sentencing proceedings and requests those other offences to be taken into consideration.

⁹ A plant native to Africa and the Arabian Peninsula, the leaves of which are frequently chewed as a stimulant; the possession and supply of khat became a criminal offence in England and Wales in 2014.

increasing their confidence to use community resolution as a positive means of resolving crimes, and there is a clear way to ensure it is used for suitable cases. Victims of crimes that result in a community resolution, particularly those involving restorative justice, are more likely to be satisfied with the outcome. HMIC found the constabulary's use of them to be appropriate and positive.

How well does the force investigate crime and keep victims safe and informed?

How well does the force initially investigate and allocate cases?

It is important that when the police are called to an incident they respond in a timely manner, with officers or staff who are trained and competent to keep people safe, and who can take steps to apprehend offenders and investigate the circumstances if a crime has occurred. An effective initial response by the police increases the likelihood of a successful outcome for both the victim and the criminal justice system. Subsequent investigation by detectives and other specialist police staff also needs to be well managed and resourced.

Reports of crime to Derbyshire Constabulary are assessed within the control room. Where appropriate, crimes may be dealt with over the telephone, depending upon: the complexity of the crime; how likely it is that the offence will be solved; and the needs of the victim. Officers sent to an incident are equipped with body-worn video devices and use these to record the scene as well as the behaviour and demeanour of victims, witnesses and suspects present. This first-hand evidence is used to support prosecutions and can be important when a victim is reluctant to attend court. Officers have good access to specialist resources and prompt advice to help them in their evidence gathering. All officers receive initial training on how to conduct a preliminary investigation but not all those with longer service in the role have yet received refresher training. Overall, HMIC found that the officers and staff allocated to investigate and gather evidence at the scene of crimes have the skills and abilities to effectively carry this out and that action is prioritised according to the seriousness and level of complexity of the crime.

The constabulary has a good process for subsequent investigation and allocation of crimes for further investigation. There is an agreed method for supervisors to reallocate crimes if a different investigating officer is more appropriate. 'Crime contracts' are used consistently to provide victims with details of the case (for example, the investigating officer's contact details and the crime reference number), and to agree what the victim can expect in terms of actions that will be taken and times/dates that they will be updated.

How well does the force investigate different types of crime?

Once allocated, the constabulary effectively undertakes investigations into 'volume' crimes (the most frequent and less complex types of crimes like burglary, robbery and assault). Crimes assessed as less complex or lower risk (e.g. criminal damage or some domestic abuse cases) are investigated by the 'custody investigation unit'. The unit works well, and is also used to give officers and staff from across the constabulary, and at different ranks, experience of preparing case files and working with the Crown Prosecution Service.

Investigative staff are appropriately trained or working towards accredited status, and investigative opportunities are followed up in a timely fashion. Most of the crime cases reviewed by HMIC had clear investigation plans, which set out the actions the investigator will take to ensure all investigative opportunities are considered and completed. These plans are documented on the constabulary's crime recording system. There is good evidence of supervision with sergeants monitoring cases closely to ensure that enquiries are made promptly, victims are kept up-to-date in line with agreements set out in crime contracts, and results are recorded.

The constabulary works collaboratively at a regional level with crime scene investigators (CSIs); there is a common approach for attendance, although discretion can be used by CSIs where it is justified. There is an effective, appropriate and consistent use of forensic specialists to support investigations and the full range of forensic opportunities are considered.

The constabulary effectively manages how it identifies and locates people suspected of committing crimes or who are otherwise wanted by police. Where the individual is assessed as posing a threat to the community they are prioritised and action to detain them is monitored through the daily management meetings. There is weekly monitoring of all individuals who are currently wanted and a systematic approach to the review of cases where a person has been circulated on the police national computer. HMIC found the processes to be effective and appropriate in bringing offenders to justice.

For more complex crime, such as child abuse or serious sexual offences, cases are generally allocated to specialist units which have officers with the specialist skills and training required to conduct complex investigations. Most cases reviewed by HMIC had a clear investigation plan, and in most cases there was strong and consistent evidence of effective supervision, including supervisory involvement in decision-making. Occasionally more specialist investigations, such as medium-risk domestic abuse cases, are dealt with by non-specialist detectives. PCSOs are also routinely investigating less complex crimes when they are not trained to do so. This creates a risk that the quality of investigation will suffer, and victims may not always receive the service that they need.

There is a clear demarcation of regional and constabulary responsibilities to serious and complex crime investigation. All serious crimes such as murder or kidnap are investigated by the East Midlands Special Operations Unit, a regional unit made up of officers from the five East Midlands police forces. Specialist teams within the constabulary investigate serious sexual offences, high-risk cases of domestic abuse and other complex crimes. Crime managers also oversee all serious offences being investigated, including a range of digital offences. This is an effective division of responsibility, ensuring that appropriately trained officers undertake the most complex investigations.

The constabulary has a thorough internal audit process in place to examine crime and non-crime files closely. Ten files are looked at in detail each quarter to monitor quality, and this process involves the Crown Prosecution Service. Although the sample size is small the focus is on ensuring high quality investigations, and as with the findings from serious case reviews, good practice and lessons learned are identified and shared across the organisation through a monthly newsletter. Learning from case reviews is immediately reflected in improvements to constabulary policy and practice, for example, a recent review of a missing person case has led to a change in how quickly a specialist search officer is now involved.

How well does the force gather digital evidence?

Increasingly, crime in England and Wales is committed online and through the use of digital devices such as tablets, computers or mobile phones. All forces have to retrieve data from these devices and examine them for evidence; staff, in what may be known as high tech crime units (HTCU), carry out these examinations.

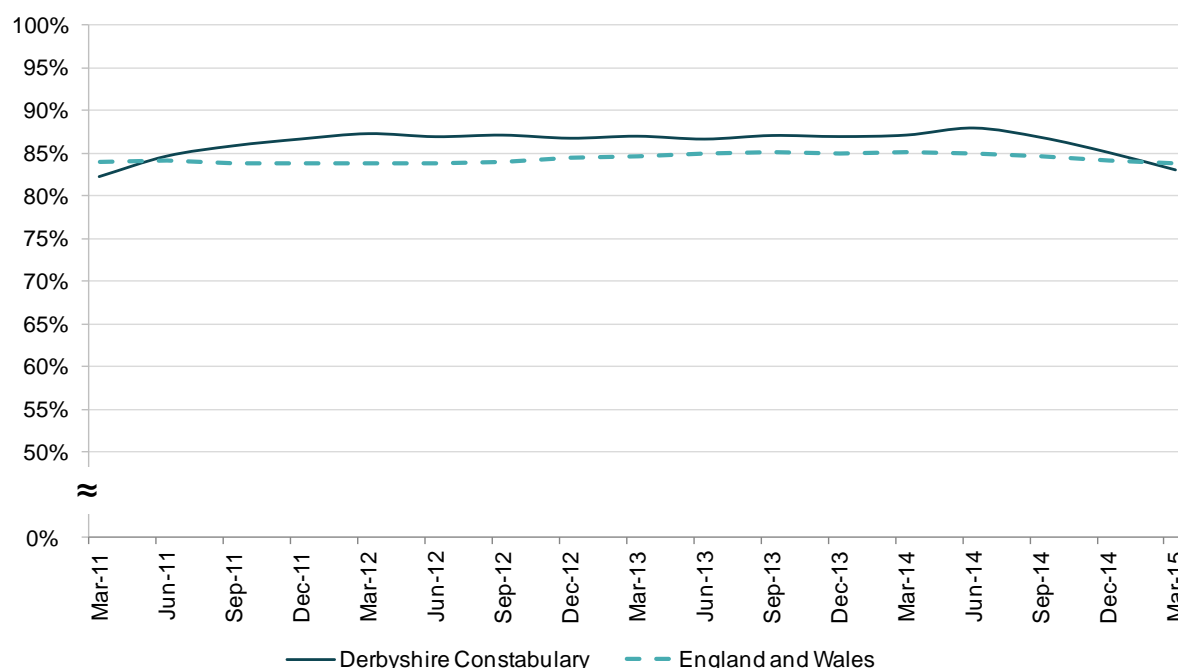
In Derbyshire, there is a well- managed HTCU which has an effective prioritised way of dealing with the most serious offences first. For example, in cases involving child safeguarding issues, a mobile phone containing vital evidence can be examined immediately. For lower priority cases, teams also have the ability to examine some devices locally, without having to submit them to the HTCU. However, local terminals cannot be used to obtain evidence from newer devices, and in some cases there are large backlogs to download data from mobile phones because there are not enough terminals or trained staff to use them.

How satisfied are victims of crime with the service provided by the force?

Of those who have been the victim of a crime in Derbyshire in the 12 months to 31 March 2015, 83.1 percent were satisfied with their whole experience with the police. This is similar to the national victim satisfaction rate of 83.8 percent over the same time period.

The victim satisfaction rate in Derbyshire for the 12 months to 31 March 2015 is significantly lower than the previous year's rate, while it is broadly in line with the rate for the 12 months to 31 March 2011.

Figure 5: Percentage of victims satisfied with the overall service provided by the police, for the four year period to 31 March 2015



Source: Home Office data provided by forces

The constabulary has reviewed and understands the causes for its reported recent drop in victim satisfaction levels. The introduction of telephone resolution of some crimes has reduced satisfaction and effectively 'keeping a victim updated' remains an issue. There is a nominated strategic lead to drive improvements in this area and the action to improve includes the ability to text updates to victims and how to manage victim expectations when crimes are resolved over the telephone.

How well does the force identify and manage offenders to prevent re-offending?

How well does the force divert offenders away from crime?

The constabulary effectively identifies and diverts vulnerable offenders out of the criminal justice system, where appropriate, to prevent further offending. Activities to divert offenders away from crime are provided by partner organisations and range from providing advice and guidance, to allocating a personal mentor. For example, the 'P3 ambition' project is a two-year engagement programme for 18 to 25-year-olds which includes a focus on housing, skills development and developing employment opportunities.

There is also a county-wide scheme of 'intuitive recovery' for those with long-term substance misuse that is run by ex-service users.¹⁰ Between 60 to 70 percent of those who attend these courses are no longer receiving treatment.

There are good custody processes for referring offenders with drug, alcohol, mental health issues to specialist support, although there is limited awareness among frontline staff of the opportunity to make similar referrals for people receiving sanctions outside custody.

How well does the force deal with repeat offenders?

The constabulary has effective ways of identifying repeat offenders and preventing them from re-offending. Like most forces, Derbyshire Constabulary has several groups of offenders ranging from serious sexual and violent offenders to prolific burglars.

The integrated offender management (IOM)¹¹ scheme within the constabulary sees police officers based with probation colleagues. As of 19 October 2015, 480 offenders were being managed under the IOM approach, and they are predominantly perpetrators of theft, burglary and robbery. Of those on the scheme, 139 have been identified as serial or repeat perpetrators of domestic abuse although this is not the initial reason they are selected.

The scheme's focus on these crime types limits its ability to support constabulary priorities to keep people safe, as serial violent perpetrators (for example, repeat domestic abuse offenders) are not commonly included. Although there is some active management of those domestic abuse offenders assessed as posing a high risk, the lack of co-ordinated activity with other violent offenders gives limited opportunity for early intervention by police and partner organisations to prevent them re-offending. The constabulary is working with partners to develop a 38-week domestic abuse perpetrator scheme for those within the IOM scheme. The scheme might also be improved with greater clarity over how success is defined for those individuals being managed.

How well does the force deal with sexual and other dangerous offenders?

There are effective ways of identifying and monitoring sexual offenders. Skilled and accredited staff use appropriate plans to reduce the risk from registered sex offenders, with clear supervision and governance arrangements. The constabulary has recognised the risk from a growing number of dangerous offenders who are suitable for the multi-agency public protection arrangements (MAPPAs)¹² process.

¹⁰ Individuals who have used the services to tackle their own substance or alcohol misuse.

¹¹ IOM brings a multi-agency response to the crime and reoffending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together.

¹² MAPPAs are in place to ensure the successful management of violent and sexual offenders. Agencies involved include as responsible bodies the police, probation trusts and prison service. Other

These are used by the constabulary and partner organisations, including prisons and probation, to monitor those offenders assessed as presenting a high risk to the public, and to stop them re-offending. Offenders assessed as presenting the highest level of risk require co-ordinated action with partner organisations to reduce these risks. As at 1 July 2015, there were 37 offenders being dealt with in this way in Derbyshire. The constabulary has recently assigned responsibility for these offenders to specialist teams within local areas, although it is too early to assess the impact of these changes.

Summary of findings



Good

Derbyshire Constabulary's approach to investigating crime and managing offenders is good. This is consistent with HMIC's 2014 crime inspection, in which the constabulary was judged as good at investigating offending.

Processes for the initial investigation and allocation of complex and non-complex crime work well. The quality of subsequent investigations is good as investigative staff are well trained, and generally properly qualified. Investigation plans are thorough and well documented, following approved practice for investigations, and there is clear evidence of effective support and review by experienced supervisors.

Victims are generally kept well informed as investigations progress and the constabulary uses 'crime contracts' to establish how and when the victim would like to be contacted.

Forensic and digital specialists are used effectively to support investigations, although backlogs do exist for phone investigation.

The constabulary identifies vulnerable offenders and makes efforts to divert them from further offending. While there is an area for improvement, the constabulary's ways of working with partner organisations to identify, monitor and work with repeat and dangerous offenders to stop them re-offending generally work well.

Areas for improvement

- The force should ensure that all those carrying out investigations are provided with appropriate training and support.

agencies may become involved, for example the Youth Justice Board will be responsible for the care of young offenders.

How effective is the force at protecting from harm those who are vulnerable, and supporting victims?

This question was inspected between June and August 2015, and the full report was published in December 2015.¹³ The following is a summary of the findings.

Summary of findings



Good

Protecting vulnerable people is a high priority in Derbyshire Constabulary and the chief officer team and the police and crime commissioner take a strong lead in this. The constabulary has a high-level action plan to monitor progress and has a strong governance structure, making continuous improvement through its public protection strategic board. The constabulary effectively identifies vulnerable victims and responds well to keep victims safe from harm. HMIC judges that its performance is good.

Officers and staff have a good knowledge about the different types of categories of vulnerable people, they are able to identify risks and prevent individuals being exposed to further harm, this is especially so in relation to victims of domestic abuse. There is an effective 'tasking process' in place (a method of aligning police activity to support vulnerable people) which is subject to a strong corporate oversight and direction. The constabulary prioritises victims who are frequently targeted or exposed to the highest levels of harm through a programme of focused interventions aimed at high risk and serial domestic abuse perpetrators. The constabulary has good working arrangements with partner organisations. It has established a central referral unit (CRU) which provides a 'gateway' through which local partners can share information. This enables care plans to be developed more rapidly to protect vulnerable people. Some partners, such as children, health and education services, recognising the benefits, have seconded their own staff to work in the unit.

The public protection unit (PPU) is the lead unit within the constabulary with responsibility for protecting vulnerable people and supporting victims. The PPU is staffed with specialist resources and a recent review has increased the number of officers dealing with domestic abuse and child sexual exploitation.

The constabulary has worked hard to identify and disseminate good practice among its workforce. It has introduced domestic abuse guidance packs to help combat this crime and a missing person's 'tool box' to better equip frontline staff.

¹³ *PEEL: Police effectiveness 2015 (Vulnerability) – Derbyshire Constabulary*, HMIC, December 2015. Available from: www.justiceinspectorates.gov.uk/hmic/publications/police-effectiveness-vulnerability-2015-derbyshire/

Information sharing protocols with partner organisations have been agreed to ensure work to tackle child sexual exploitation brings together public sector partners and voluntary organisations in an effective alliance.

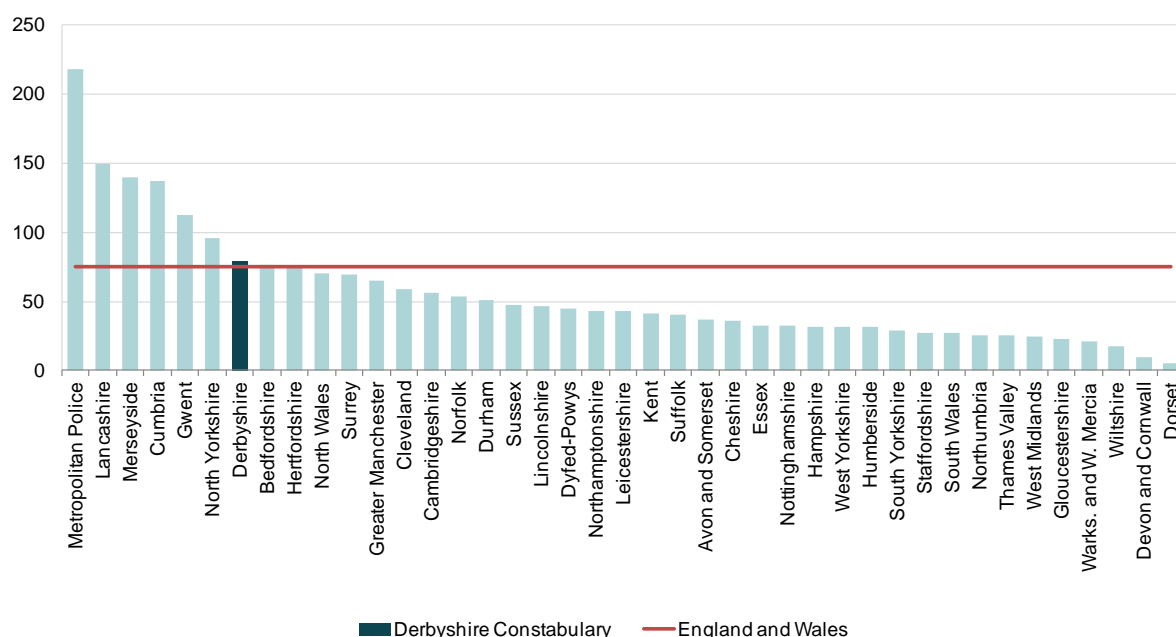
How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?

Serious and organised crime poses a threat to the public across the whole of the UK and beyond. Individuals, communities and businesses feel its damaging effects. Police forces play a critical role in tackling serious and organised crime alongside regional organised crime units (ROCUs), the National Crime Agency (NCA) and other partner organisations.

Police forces that are effective tackle serious and organised crime not just by prosecuting offenders, but by disrupting and preventing organised criminality at a local level. They also use specialist capabilities (for example surveillance and undercover policing) where appropriate in order to protect the public from highly sophisticated and rapidly changing organised criminal threats. A number of forces within a regional area often share specialist capabilities as this provides better value for money and is a more efficient way of working.

As at 30 June 2015, Derbyshire Constabulary was actively disrupting, investigating or monitoring 82 organised crime groups (OCGs). This represents 79 OCGs per one million of the population, which is high compared with other forces in England and Wales.

Figure 6: Organised crime groups per one million population, by force, as at 30 June 2015^{14 15}



Source: HMIC data collection

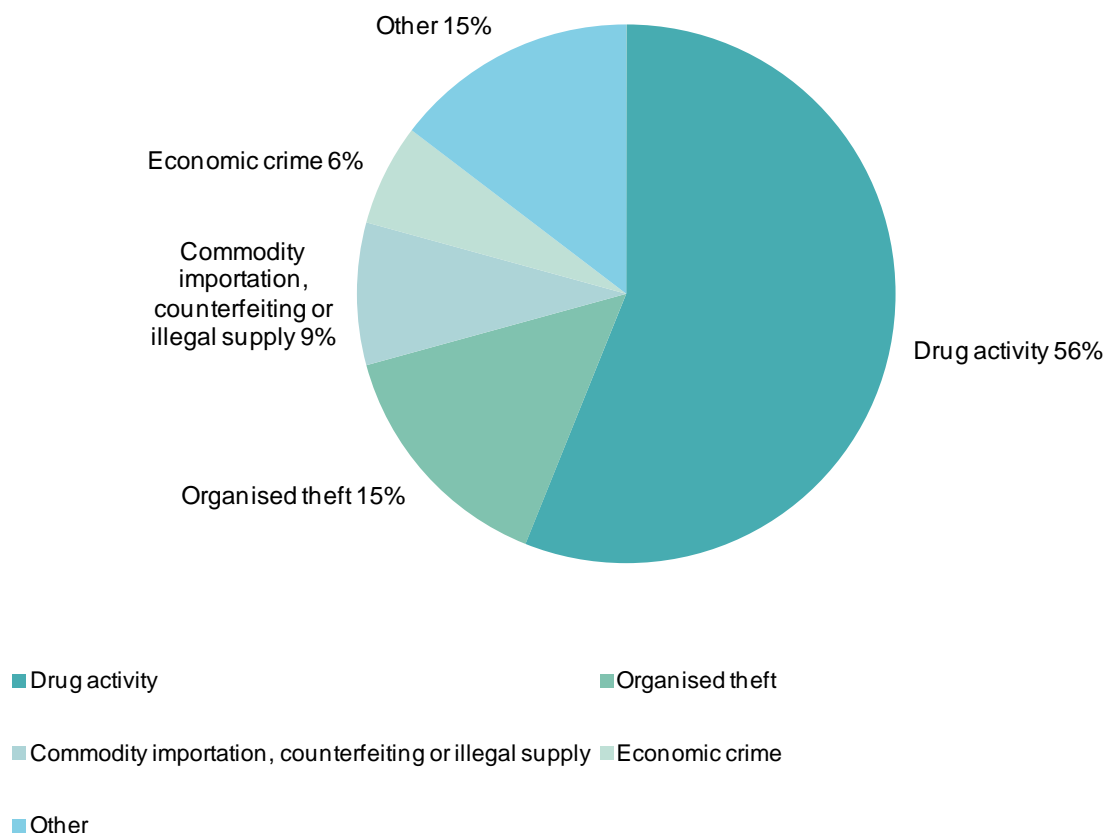
Forces categorise OCGs by the predominant form of criminal activity in which the group is involved. Although OCGs are likely to be involved in multiple forms of criminality, this indicates their most common characteristic. 'Drug activity' was the predominant crime type (56 percent) of the OCGs managed by Derbyshire Constabulary as at 30 June 2015. 'Drug activity' was also the most common predominant crime type recorded by all forces in England and Wales,¹⁶ with 64 percent of all OCGs classified in this way.

¹⁴ City of London Police data has been removed from the chart as its OCG data is not comparable with other forces due to size and its wider national remit.

¹⁵ The number of OCGs in the Warwickshire Police and West Mercia Police force areas is a combined total of OCGs for the two force areas. The OCGs per one million population rate is based upon their areas' combined population figures.

¹⁶ The Metropolitan Police Service is not included in the England and Wales figure because it does not categorise in the same way as other forces; by the predominant form of criminal activity.

Figure 7: Force organised crime groups by the predominant crime type, as at 30 June 2015¹⁷



Source: HMIC data collection

Serious and organised crime is one of six national threats specified within *The Strategic Policing Requirement*.¹⁸ These include terrorism, serious cyber-crime incidents and child sexual abuse. These are complex threats which means that forces must work together to respond to them effectively. It is beyond the scope of this inspection to assess in detail whether forces are capable of responding to these national threats. Instead, HMIC has checked whether forces have the necessary arrangements in place to test their own preparedness for dealing with these threats, should they materialise.

¹⁷ Figures may not sum to 100 percent, due to rounding.

¹⁸ *The Strategic Policing Requirement*, Home Office, March 2015. Available from: www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

The Home Secretary issues the SPR annually, setting out the latest national threats and the appropriate national policing capabilities required to counter those threats. National threats require a co-ordinated or aggregated response from a number of police forces. Forces often need to work collaboratively, and with other partners, national agencies or national arrangements, to ensure such threats are tackled effectively.

How well does the force understand the threat and risk posed by serious and organised crime?

The constabulary is good at assessing the threat posed by serious and organised crime to its communities. An effective threat assessment process is in place which draws on information from partner organisations.¹⁹ The constabulary has also created a 'local profile' for serious and organised crime, in line with national guidance. This provides the constabulary and its partners with a better understanding of serious and organised crime in Derbyshire.

The constabulary has the ability to gather and corroborate information about organised crime groups (OCGs) operating in its area. Some intelligence officers have had additional specialist training on obtaining intelligence from online sources including social media, which lets them monitor events such as illegal raves in real time, and intervene at the best possible moment. The constabulary's intelligence function is complemented by a regional intelligence team, which is part of the East Midlands Special Operations Unit. This regional team is used effectively, to add further intelligence to that held by the constabulary, perhaps from other forces and partner organisations. This helps it to produce a more accurate and detailed picture of serious and organised criminality.

Derbyshire Constabulary is very good at gathering and using intelligence to spot the emergence of OCGs. It identifies OCGs quickly, and there is a high level of awareness among frontline staff about the groups that are active in their area. There is a very good understanding of where the most harmful OCGs are concentrated, and how they are evolving.

When a police force identifies a group of individuals whom it suspects may be involved in organised crime, it goes through a nationally standardised 'mapping' procedure. This involves entering details of the group's known and suspected activity, associates and capability into a computer system, which assigns a numerical score to each OCG. It also places each OCG into one of several 'bands' which reflect the range and severity of crime in which a group is involved as well as its level of capability and sophistication. Police forces, ROCUs, the NCA and a number of non-police organisations such as Border Force, use OCG mapping.

Most forces carry out OCG mapping independently and despite the use of standard software and methods, this has led to inconsistency with significant variation in the number of mapped OCGs per head of population across England and Wales. This inconsistency is partly due to the unavoidably subjective nature of some aspects of the mapping procedure, which relies on human judgment as well as computer algorithms. Sometimes, groups exhibiting similar characteristics are scored in different ways, and forces do not always use the full range of information available to

¹⁹ Police forces work with a variety of partner organisations in order to tackle serious and organised crime, including HM Revenue and Customs, HM Prison Service, the Department for Work and Pensions and Immigration Enforcement.

generate OCG scores, which can compromise their accuracy and usefulness. For these reasons, HMIC has recommended that ROCUs assume responsibility for OCG mapping on behalf of their constituent forces.²⁰

Encouragingly Derbyshire is one of five forces within the East Midlands that already gathers and submits intelligence to the East Midlands Special Operations Unit who assume responsibility for their OCG mapping. This affords a good degree of consistency, enhanced intelligence sharing, and a better understanding of the threats across the region. However, although the mapping process is carried out thoroughly by the regional team, it is sometimes unnecessarily lengthy. Force-level OCG investigations would be better informed by the mapping process if it were completed more quickly.

How effectively does the force respond to serious and organised crime?

The constabulary provides a highly effective response to serious and organised crime, which is well-led, and uses the full range of tactics to protect the public from the harm caused by serious crime. The response ensures that the constabulary not only uses its own specialist resources but also makes good use of partner organisations locally, as well as the regional crime unit in order to tackle OCGs.

Constabulary activity in relation to OCGs is led and prioritised well. Meetings at force level, and in local areas, are used effectively to assign tasks and monitor progress. Teams of dedicated detectives are responsible for producing plans for tackling every OCG in Derbyshire, and there is appropriate oversight and supervision from senior officers. The constabulary accesses specialist regional capabilities such as surveillance, covert policing and asset recovery on a regular basis in order to disrupt OCGs. Derbyshire Constabulary also has its own specialist capabilities in these areas which are additional to those provided at a regional level.

The constabulary investigates and disrupts OCGs using a range of tactics and OCG investigations are well supervised and managed. It draws on the powers and knowledge of partner organisations as well as specialist and neighbourhood staff. Safer neighbourhood teams have regular briefings on OCGs operating in their areas. These briefings enable teams to gather and report community intelligence, and where appropriate, response and neighbourhood officers, together with officers working in locally based OCG units, carry out disruptive activity (for example, stopping known individuals and cars).

The constabulary has adopted national standards for measuring the effect of its activity on serious and organised crime. It is able to identify which approaches have the most impact, and ensure that these are fed into subsequent operations.

²⁰ *Regional Organised Crime Units: A Review of Capability and Effectiveness*, HMIC, December 2015. Available from: www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/regional-organised-crime-units.pdf

How effectively is the force working with partners to prevent serious and organised crime?

A team based in the East Midlands Special Operations Unit monitors organised criminals in prison on behalf of Derbyshire Constabulary and other forces in the East Midlands region. This enables specialist officers to gather intelligence from offenders, prevent them from developing or maintaining criminal networks while they are in prison and deter re-offending after they are released.

A number of effective partnership activities exist in Derbyshire to tackle gang and youth violence, which is often connected to serious and organised crime, although the number of these has reduced in the last few years. Good examples include interventions and awareness-raising in schools, as well as a mentoring scheme for those at risk of being drawn into criminal behaviour.

The constabulary publicises the tangible improvements and preventive steps it is taking with local communities. Where operations aimed at disrupting organised criminals have been successful, opportunities are taken to communicate the results to those communities affected. For example, operation RAMS and a separate drug-related OCG operating in north Derbyshire are examples of how the constabulary has used the local media to highlight success against such criminality. HMIC found that there is no overall communication strategy to co-ordinate this activity, to use case studies or to use key messages to target those most at risk of becoming involved in serious and organised crime.

How effective are the arrangements in place to ensure that the force can fulfil its national policing responsibilities?

It is beyond the scope of this inspection to assess in detail whether forces are capable of responding to these national threats. Instead, HMIC has checked whether forces have the basic arrangements in place to test their own preparedness for dealing with these threats, should they materialise.

The constabulary has the necessary arrangements in place to ensure that it can fulfil its national policing responsibilities. Chief officers take responsibility for threats specified within *The Strategic Policing Requirement* (SPR)²¹ at both force and regional level. For example, an assistant chief constable chairs a digital innovation board and an important element of its remit is to understand the required skill levels for cyber capability, and what is available to respond to national threats.

The constabulary is actively involved in the local resilience forum and regularly tests its capability for business continuity, civil contingencies, disaster recovery identification and local hazards, for example, a large scale fire or chemical incident.

²¹ *The Strategic Policing Requirement*, Home Office, March 2015. Available from: www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

The constabulary is able to operate effectively with its key partners at these times and work is currently underway to build a joint fire and police headquarters. The constabulary, with relevant partners, has recently tested its preparedness to tackle terrorist and major incidents and an evaluation and lessons learnt have been shared. The constabulary regularly tests its own business continuity plans and this has included scenarios of a flu pandemic, floods and power failures. In April 2015, the constabulary's resilience was tested for real when there was a small electrical fire that resulted in the evacuation of the centralised contact management centre to its disaster recovery sites in Derby. This took 90 minutes and was completed without any loss of service.

The East Midlands Special Operations Unit has a good understanding of regional threats, and is rigorous and inclusive in its approach to assessing these by drawing on intelligence held by partner organisations, other forces and the regional organised crime unit. There is good alignment of activity with national and regional priorities. The constabulary has conducted appropriate assessments of national policing threats and there are good procedures in place which enable Derbyshire Constabulary to test its own preparedness for responding to national threats specified within the SPR.

Summary of findings



Outstanding

Derbyshire Constabulary is outstanding in the way it identifies and tackles serious and organised crime. This is the first year HMIC has graded forces on their effectiveness at tackling serious and organised crime, including a force's arrangements for ensuring that it can fulfil its national policing responsibilities, so no year-on-year comparison is possible.

The constabulary has a well-developed understanding of the threat posed by serious and organised crime. HMIC found that the constabulary has effective ways of working to deter people from committing serious and organised crime. These include working with young people and awareness raising in schools. There is an effective multi-agency response to tackling serious and organised crime and the constabulary has a good working relationship with other forces in the region with access to an extensive range of specialist policing capabilities provided by the East Midlands Special Operations Unit. The constabulary communicates well with its communities, publicising successes and warning of the consequences of being involved in serious and organised crime.

The constabulary's approach to tackling and disrupting serious and organised crime in collaboration with partner organisations has resulted in a number of successful operations that have improved the lives of those living in communities affected by organised crime.

The necessary arrangements are in place to ensure that the constabulary can fulfil its national policing responsibilities. It regularly tests its ability to respond to national threats, including public order events and counter-terrorist incidents, by conducting unannounced tests of its mobilisation. It has also conducted extensive exercises to test inter-operability with fire and ambulance services.

Annex A – HMIC judgments

Our judgments

The judgment categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how effective the force is at keeping people safe and reducing crime; it is not an assessment of the overall effectiveness of policing. In applying the categories HMIC considers whether:

- the effectiveness the force is achieving is good, or exceeds this standard sufficiently to be judged as outstanding;
- the effectiveness of the force requires improvement, and/or there are some weaknesses; or
- the effectiveness of the force is inadequate because it is considerably lower than is expected.