

Strategic Plan 2025 – 2029



One Derbyshire

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Simon Blatchly
Chief Constable

I am proud to introduce our Force Strategic Plan 2025–2029, which sets out a clear pathway for delivering an outstanding service, which the people of Derbyshire deserve. This plan is more than a document. It is a commitment to bringing our ambitions to life by aligning our key areas of work under four core priorities:



Prevent



Respond



Safeguard



Investigate

These priorities are inseparable and reflect the Peelian principles, recognising that effective policing is reliant on public confidence, legitimacy, and cooperation.

It is essential that the public remains at the centre of every decision we make and that we recognise every interaction we have matters and has a lasting impact. The people we serve rightly expect a service that is committed to getting it right first time and one which consistently puts their needs first.

This plan has been shaped by the voices of our communities and the insights of our workforce. It explains how delivering our four priorities will be underpinned by a clear commitment to leadership and building a more inclusive organisation.

It is a strategy informed by those we serve and those who serve. I would like to thank everyone who has contributed to its development and extend my gratitude to all of you who will play a part in delivering it.

Although this plan is local to Derbyshire, our priorities align with national strategic direction, including the Safer Streets Mission, the Neighbourhood Policing Guarantee, tackling Violence Against Women and Girls, and the PCC’s Police and Crime plan – demonstrating our commitment to these

longer-term strategic priorities which all aim to prevent, respond, safeguard and investigate. We are committed to embedding a prevention-first approach, focused on addressing underlying causes to reduce harm, re-offending, and demand. By keeping the public at the centre of our decision-making, we aim to resolve issues at the first point of contact, deploying the most appropriate resource to deliver the best service to the public. This approach reduces duplication, improves efficiency, and enhances the overall experience for the public.

A capable, confident, well-led and well-equipped workforce is essential to delivering consistently high standards of service. This strategy supports and empowers our leaders and supervisors to set clear expectations, role-model professionalism, and ensure that service quality is evident in every interaction. We will focus on enhancing and developing the talents of our people, building a workforce that reflects the diversity of the communities we serve, and embracing innovation, data, and technology to strengthen our service and improve efficiency.

As we deliver this Strategic Plan, every member of Derbyshire Constabulary has a vital role to play in achieving our shared priorities

of preventing harm, responding to the public, safeguarding communities, and investigating crime. Through collective commitment, professionalism, and a focus on getting it right first time, we will deliver a service that earns and maintains the trust and confidence of the public. Together, with our partners and the public, I am confident we will continue to build a stronger, safer Derbyshire.

DEVELOPING THIS PLAN

When developing our strategic plan, we have listened to feedback from our communities to ensure it reflects and responds to the concerns raised and public priorities as set out in the Police and Crime Plan, together with local surveys.

We have drawn on professional insights from officers and staff across Derbyshire Constabulary, informed by national frameworks including HMICFRS’s assessment of police effectiveness, efficiency and legitimacy, and our Force Management Statement. These inputs help us to understand our capacity and capability to meet current and future demands.

Listening to our communities

LOCAL COMMUNITY SURVEYING:

Across police-led community surveying, feedback from the community identified the following areas:



Anti-social Behaviour



Drug and substance misuse



Road safety

Our workforce has played a key role in shaping the strategy to reflect the needs of our workforce, through staff surveys and engagement initiatives including the force’s flagship station project.

The strategy also aligns with the Strategic Policing Requirement set out by the Home Secretary, ensuring we are prepared to respond to national threats.

We will continue to review and refresh our strategic plan to ensure it remains responsive to the evolving needs of our communities and workforce.

POLICE AND CRIME PLAN

3,340 members of public responded. Respondents ranked as 1st, 2nd, or 3rd priority.

Serious violence including VAWG	55%
Anti-social behaviour and community safety	53%
Neighbourhood policing	50%
Bring offenders to justice	39%
Drug dealing and substance misuse	35%
Supporting victims and safeguarding	22%

YOUR VOICE MATTERS SURVEY

Children & Young Persons’ views
Age 11-25 years – 409 respondents.
Top issues identified –



Knife crime



Assaults



Sexual assault

Listening to our workforce

EMPLOYEE ENGAGEMENT

	STAFF, OFFICERS AND LEADER INPUTS
Force Management Statement	130
PEEL Self-Assessment	115
Flagship Station	100+
Staff Survey	1406*

*37% response rate

STRATEGIC POLICING REQUIREMENT

The current national threats identified are:

- > Violence against Women and Girls (VAWG)
- > Terrorism
- > Serious and organised crime
- > A national cyber threat
- > Child sexual abuse
- > Public disorder
- > Civil Emergencies

FLAGSHIP STATION: DRIVING CONTINUOUS IMPROVEMENT

The Flagship Station initiative engaged over 100 frontline officers to identify operational inefficiencies and test new ways of working. It placed staff insight and behaviours at the heart of our approach, ensuring that frontline experiences translated directly into actionable improvements.

The Flagship Station has shaped our strategic plan and reflects our commitment to listening, learning, and evolving with our workforce to better serve our communities.

Key areas for focus:

- > Improving continuous professional development
- > Risk-based appropriate action
- > Improving handover quality
- > Streamlining processes



OUR VISION

To be an outstanding force

OUR VALUES

Integrity · Professionalism · Respect · Proud to Serve

OUR PRIORITIES



Prevent



Respond



Safeguard



Investigate

Through consistent leadership and inclusion, we will:

1 DELIVER THE RIGHT RESPONSE, USING THE RIGHT RESOURCE

Our priorities will be to:

- Respond to emergency and priority incidents within agreed timescales
- Resolve contacts at the first point of contact, through early resolution
- Use digital channels to reduce unnecessary deployment
- Use the most appropriate resource to ensure a responsive service
- Invest in technology to enable smarter deployment and reduce duplication

2 FOCUS ON PREVENTION TO REDUCE HARM, RE-OFFENDING AND DEMAND

Our priorities will be to:

- Prevent or minimise offending and harm in the first place
- Prevent escalation through diversion and earlier intervention
- Break the cycle by reducing re-occurring offending and harm
- Tackle root causes through problem solving to reduce demand
- Work with public and partners to create safer, more resilient communities
- Safeguard and provide better outcomes for children

5 TACKLE HIGH-HARM CRIME AND SAFEGUARD VULNERABLE PEOPLE

Our priorities will be to:

- Identify vulnerability at the first point of contact
- Act in the best interests of children, ensuring we listen and understand their needs
- Protect children, tackling sexual abuse and online harm
- Reduce serious violence including Violence Against Women and Girls (VAWG)
- Use protective orders proactively to further safeguard
- Work holistically with partners to reduce harm

6 PROVIDE SPECIALIST OPERATIONS CAPABILITIES

Our priorities will be to:

- Improve road safety and reduce the number of killed and seriously injured
- Ensure preparedness and effective response across event planning and civil contingencies
- Improve the attraction, recruitment and retention of Specialist Capabilities and Commanders
- Maintain accreditation and College of Policing licence requirements
- Work collaboratively to ensure value for money across specialist assets
- Proactive support delivery against local and force priorities

9 TRANSFORMING PROCESSES, DATA AND TECHNOLOGY INNOVATION

Our priorities will be to:

- Enhance public engagement and accessibility through digital platforms
- Harness Artificial Intelligence (AI) to improve efficiency, accuracy, or decision-making
- Improve digital skills across the workforce to optimise technological capability
- Strengthen our ability to work agilely in our communities
- Develop our data capabilities for force decision making and adopt the technology to support this
- Optimise force processes and the technology infrastructure
- Optimise force processes and data usage (securely by design)

3 EFFECTIVE NEIGHBOURHOOD POLICING

Our priorities will be to:

- Deliver visible policing that engages with and responds to the needs of all our communities
- Target our efforts to reduce re-offending amongst persistent offenders
- Tackle ASB using the full range of powers and early interventions
- Deliver on the Neighbourhood Policing Guarantee commitments
- Invest in the skills, resources and resilience of SNT

7 LISTEN, LEARN AND ADAPT – BUILDING TRUST THROUGH TRANSPARENCY AND FEEDBACK

Our priorities will be to:

- Communicate and engage in a positive and proactive manner
- Publish performance information with contextualised explanations
- Listen to the public and understand experiences to help shape our services
- Enhance our independent advisory and scrutiny arrangements
- Establish internal voice channels and create staff engagement channels
- Establish feedback mechanisms at individual, team and organisational level
- Exploit best practice and innovation to improve our service

10 STRENGTHEN OUR CORPORATE FUNCTION

Our priorities will be to:

- Drive organisational alignment, acting as a strategic partner in delivering the force's strategic plan
- Maintain oversight of governance, improving progress tracking and reporting
- Strengthen the force's strategic planning arrangements
- Establish an effective force-wide performance management function
- Develop a demand and productivity hub to optimise resources to meet operational demand
- Ensure our services are efficient, deliver value for money and aligned to priorities

4 DELIVER VICTIM-LED, SUSPECT-FOCUSED QUALITY INVESTIGATIONS

Our priorities will be to:

- Prioritise solvability, consistently allocating investigations only where lines of enquiry exist
- Secure and gather evidence promptly, starting from the first report through to final resolution
- Support victims by providing updates, access to services and the opportunity to share the impact through a victim personal statement
- Pursue and actively manage outstanding suspects and repeat offenders
- Submit appropriate, timely and quality case file submissions
- Target development, accreditation and structured support for investigators
- Strengthen supervisory capability to lead and manage investigations with confidence

8 BUILD A HIGH PERFORMING, CAPABLE, MOTIVATED, WELL CARED FOR, AND SUSTAINABLE WORKFORCE

Our priorities will be to:

- Better represent the diverse backgrounds and experiences of the communities we serve
- Embed Ethical Policing Principles, inclusive values and role modelling behaviours
- Retain talented employees by ensuring they feel valued, listened to, engaged and motivated to stay
- Grow and develop capable, confident leaders who can lead and inspire others
- Invest in continuous learning, professional development and future focussed training for our people
- Create responsive workforce plans and effective reward strategies
- Create an inclusive workforce culture where all our people can thrive and feel they belong



1. DELIVER THE RIGHT RESPONSE, USING THE RIGHT RESOURCE

By improving how we respond to emergency and priority incidents, resolving issues early, and using technology to deploy resources more effectively, we aim to enhance public satisfaction, reduce repeat contact, and make better use of our people.

Our priorities will be to:

- Respond to emergency and priority incidents within agreed timescales
- Resolve contacts at the first point of contact, through early resolution
- Use digital channels to reduce unnecessary deployment
- Use the most appropriate resource to ensure a responsive service
- Invest in technology to enable smarter deployment and reduce duplication

Areas of focus:

- Vulnerability desk
- Queue buster system
- Pre-booking system for non-emergency appointments
- Rapid Video Response / Enhanced Video Response
- AI to support evidence capture and risk assessments
- Resourcing Operating Model for virtual early resolution function



2. FOCUS ON PREVENTION TO REDUCE HARM, RE-OFFENDING AND DEMAND

By tackling root causes through problem-solving and working closely with our communities and partners, we aim to protect the vulnerable, build safer, more resilient communities and reduce demand.

Our priorities will be to:

- Prevent or minimise offending and harm in the first place
- Prevent escalation through diversion and earlier intervention
- Break the cycle by reducing re-occurring offending and harm
- Tackle root causes through problem solving to reduce demand
- Work with public and partners to create safer, more resilient communities
- Safeguard and provide better outcomes for children

Areas of focus:

- Prevention Department restructure
- Universal crime prevention and safeguarding advice
- Cohort-focused prevention (focusing on secondary and tertiary risk)
- ASB and serious violence hotspot policing
- Civil Orders Management
- Drug testing on arrest
- Stalking clinic
- Clear, Hold, Build
- Problem solving professional development



3. EFFECTIVE NEIGHBOURHOOD POLICING

By tackling anti-social behaviour, local crime, and targeting those who cause the most harm, we aim to build trust, improve public confidence, and give communities a stronger voice in shaping local priorities.

Our priorities will be to:

- Deliver visible policing that engages with and responds to the needs of all our communities
- Target our efforts to reduce re-offending amongst persistent offenders
- Tackle ASB using the full range of powers and early interventions
- Deliver on the Neighbourhood Policing Guarantee commitments
- Invest in the skills, resources and resilience of SNT

Areas of focus:

- Neighbourhood Policing Guarantee
- Minimum standards of engagement
- Tailored local engagement plans
- Engagement calendar aligned to priorities
- Local Community Advisory Groups
- Neighbourhood Policing Pathway (NPP)
- Public sentiment insights



4. DELIVER VICTIM-LED, SUSPECT-FOCUSED QUALITY INVESTIGATIONS

By prioritising solvable cases, securing evidence early, and strengthening investigative skills and supervision, we aim to improve outcomes, reduce repeat offending, and ensure victims feel informed, supported, and heard.

Our priorities will be to:

- Prioritise solvability, consistently allocating investigations only where lines of enquiry exist
- Secure and gather evidence promptly, starting from the first report through to final resolution
- Support victims by providing updates, access to services and the opportunity to share the impact through a victim personal statement
- Pursue and actively manage outstanding suspects and repeat offenders
- Submit appropriate, timely and quality case file submissions
- Target development, accreditation and structured support for investigators
- Strengthen supervisory capability to lead and manage investigations with confidence

Areas of focus:

- Improving investigations project
- Crime management function (allocation and outcome finalisation)
- PIP1 and PIP2 accreditation
- Frontline support provision
- Investigative supervisor training
- Streamlining case file submissions review (including automation of triage)
- Custody managers review
- Explore real-time access to victim support



5. TACKLE HIGH-HARM CRIME AND SAFEGUARD VULNERABLE PEOPLE

By proactively identifying vulnerability and working with partners, we will safeguard children and vulnerable adults, reducing harm and disrupting those who cause it – ensuring safer communities for all.

Our priorities will be to:

- Identify vulnerability at the first point of contact
- Act in the best interests of children, ensuring we listen and understand their needs
- Protect children, tackling sexual abuse and online harm
- Reduce serious violence including Violence Against Women and Girls (VAWG)
- Use protective orders proactively to further safeguard
- Work holistically with partners to reduce harm

Areas of focus:

- Intelligence and tasking review
- Op Soteria, improving rape and sexual offence investigations
- MATAC pilot reducing domestic abuse
- AI Assist for THRIVE assessments
- Serious Organised Crime – Local OCG Management



6. PROVIDE SPECIALIST OPERATIONS CAPABILITIES

By developing our specialist operations capabilities, we shall enhance our preparedness and response to major incidents, serious crime, and public safety events, delivering specialist support where it's most needed.

Our priorities will be to:

- Improve road safety and reduce the number of killed and seriously injured
- Ensure preparedness and effective response across event planning and civil contingencies
- Improve the attraction, recruitment and retention of Specialist Capabilities and Commanders
- Maintain accreditation and College of Policing licence requirements
- Work collaboratively to ensure value for money across specialist assets
- Proactive support delivery against local and force priorities

Areas of focus:

- Maintain public order, CBRN and Firearms Commander cadre
- College of Policing licensing requirements
- Strategic partnership review of Casualty Reduction Enforcement Support Team (CREST)
- Develop explosive detection and forensic recovery dog capability
- Capacity and capability assessment of Uniform Taskforce



7. LISTEN, LEARN AND ADAPT – BUILDING TRUST THROUGH TRANSPARENCY AND FEEDBACK

By listening to lived experiences, sharing performance information, and strengthening scrutiny and feedback mechanisms, we aim to build trust, improve oversight, and drive continuous improvement across all areas of policing.

Our priorities will be to:

- Communicate and engage in a positive and proactive manner
- Publish performance information with contextualised explanations
- Listen to the public and understand experiences to help shape our services
- Enhance our independent advisory and scrutiny arrangements
- Establish internal voice channels and create staff engagement channels
- Establish feedback mechanisms at individual, team and organisational level
- Exploit best practice and innovation to improve our service

Areas of focus:

- Trauma informed practice
- Police Race Action Plan (PRAP)
- External advisory and scrutiny arrangements
- Strategic Engagement Strategy
- Public-facing performance dashboards
- Strategic understanding of disproportionality



8. BUILD A HIGH PERFORMING, CAPABLE, MOTIVATED, WELL CARED FOR AND SUSTAINABLE WORKFORCE

By investing in our people, we aim to build a workplace that reflects the diversity of our communities, harnessing the talents of all our people within an ethical and inclusive culture.

Our priorities will be to:

- Better represent the diverse backgrounds and experiences of the communities we serve
- Embed Ethical Policing Principles, inclusive values and role modelling behaviours
- Retain talented employees by ensuring they feel valued, listened to, engaged and motivated to stay
- Grow and develop capable, confident leaders who can lead and inspire others
- Invest in continuous learning, professional development and future focussed training for our people
- Create responsive workforce plans and effective reward strategies
- Create an inclusive workforce culture where all our people can thrive and feel they belong

Areas of focus:

- Code of Ethics and Upstander Delivery Programme
- Embed strategic workforce planning approach
- Most appropriate use of our resources
- Operational planning function
- Talent Development
- Embedding of LEADership model
- Develop future leaders and talent including those from underrepresented groups
- Analysts Development Programme
- Employee engagement and localised plans
- Enhanced national Occupational Health standards



9. TRANSFORMING PROCESSES, DATA AND TECHNOLOGY INNOVATION

By harnessing digital innovation, artificial intelligence, and data, we will enable our workforce to optimise our technical capabilities to deliver an efficient, secure and responsive service to the public.

Our priorities will be to:

- Enhance public engagement and accessibility through digital platforms
- Harness Artificial Intelligence (AI) to improve efficiency, accuracy, or decision-making
- Improve digital skills across the workforce to optimise technological capability
- Strengthen our ability to work agilely in our communities
- Develop our data capabilities for force decision making and adopt the technology to support this
- Optimise force processes and the technology infrastructure
- Optimise force processes and data usage (securely by design)

Areas of focus:

- Digital strategy
- Emergency Services communications programme
- Digital case files
- Real time operations platform deployment for live and retrospective CCTV viewing
- Operation Protego – focused on improving digital strategy within Protecting Children Online Team (PCOT) investigations
- Reduce mobile phone examination times
- AI and Agentic solution delivery
- Data designed solutions
- Improve data quality and use advanced analytical techniques
- Exceeding minimum digital technology standards



10. STRENGTHEN OUR CORPORATE FUNCTION

By strengthening governance, planning, and performance management, we will improve strategic delivery, optimise resources, and ensure services provide value for money.

Our priorities will be to:

- Drive organisational alignment, acting as a strategic partner in delivering the force's strategic plan
- Maintain oversight of governance, improving progress tracking and reporting
- Strengthen the force's strategic planning arrangements
- Establish an effective force-wide performance management function
- Develop a demand and productivity hub to optimise resources to meet operational demand
- Ensure our services are efficient, deliver value for money and aligned to priorities

Areas of focus:

- Corporate structure review
- Governance review
- Quality Assurance Framework and Schedule
- Force performance project – strategic to operational alignment
- Strategy and delivery plans streamline and alignment
- Force service review



Successfully delivering our strategic plan will be monitored through established governance arrangements.

Internal Governance Arrangements

CHIEF’S ASSURANCE BOARD

Chaired by the Chief Constable, this board holds senior leaders accountable for progress against the strategic plan. It provides regular updates on key workstreams and emerging risks.

STRATEGIC CHANGE BOARD

Led by the Deputy Chief Constable, this board oversees major organisational change programmes. It ensures initiatives are aligned with strategic priorities, monitors delivery, and manages associated risks.

ANNUAL PLANNING CYCLE

The Annual Planning Seminar looks at progress made against the strategic plan. This is supported by the Strategic Planning Board, which regularly monitors risks, reviews the Force Management Statement, and considers feedback from public and staff engagement. These processes help ensure the strategic plan stays relevant and up to date.



In addition to internal arrangements, the force has various independent oversight mechanisms, and progress against this plan shall be incorporated into relevant oversight functions outlined below.

Independent Oversight for Transparency

PUBLIC ASSURANCE MEETINGS

The Chief Constable reports to the Police and Crime Commissioner (PCC) on progress against the Police and Crime Plan. These meetings include performance updates, public questions, and accountability for delivery against six key priorities, which are embedded in the strategic plan.

JOINT, AUDIT, RISK AND ASSURANCE COMMITTEE (JARAC)

JARAC is an independent committee who play a key role in supporting the delivery of our strategic plan. It provides independent oversight and assurance across key areas of business, systems, and processes, and reviews the adequacy and effectiveness of risk management and financial reporting.



INDEPENDENT SCRUTINY

Community-led volunteer schemes offer independent perspectives on performance, policies, and procedures, helping ensure transparency and public confidence in strategic delivery.

HIS MAJESTY’S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS)

His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services provides independent inspection and reporting, assessing our effectiveness, efficiency, and legitimacy against national standards.



DELIVERY PLAN

THE SUCCESSFUL DELIVERY OF OUR STRATEGIC PLAN WILL BE MONITORED THROUGH ESTABLISHED GOVERNANCE BOARDS, WITH THE CHIEF’S ASSURANCE BOARD TAKING OVERALL RESPONSIBILITY FOR DELIVERY OF THE STRATEGIC PLAN.

OUR PRIORITIES



Prevent



Respond



Safeguard



Investigate

Through consistent leadership and inclusion, we will:

1 DELIVER THE RIGHT RESPONSE, USING THE RIGHT RESOURCE

Areas of focus:

- Vulnerability desk
- Queue buster system
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2 FOCUS ON PREVENTION TO REDUCE HARM, RE-OFFENDING AND DEMAND

Areas of focus:

- Prevention Department restructure
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5 TACKLE HIGH-HARM CRIME AND SAFEGUARD VULNERABLE PEOPLE

Areas of focus:

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Areas of focus:

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Areas of focus:

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Areas of focus:

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Areas of focus:

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- Governance review
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- Strategy and delivery plans streamline and alignment
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Areas of focus:

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Areas of focus:

- Code of Ethics and Upstander Delivery Programme
- Embed strategic workforce planning approach
- Most appropriate use of our resources
- Operational planning function
- Talent Development
- Embedding of LEADership model
- Develop future leaders and talent including those from underrepresented groups
- Analysts Development Programme
- Employee engagement and localised plans
- Enhanced national Occupational Health standards



MEDIUM TERM FINANCIAL PLAN

Financial Overview

We strive to provide the public with value for money services. Over recent years we have worked hard to make efficiencies to ensure that services are maintained within our available funding.

It is a statutory requirement under the Local Government Finance Act for Derbyshire Constabulary to produce a balanced budget.

Medium-Term Financial Strategy

The Medium-Term Financial Strategy (MTFS) provides an overarching view of the way in which the finances of Derbyshire Constabulary will be managed to support delivering the

Force Strategic Plan priorities. It aligns resources and savings strategies to ensure that the force can continue to provide effective and affordable policing over the medium term.

Within the MTFS, it forecasts funding requirements, based on a set of assumptions. In common with other public sector services, we continue to face challenging financial circumstances. This is reflected in the budget forecasts, which indicate an increasing risk of funding deficit. A Financial Sustainability Plan outlined in the MTFS has identified ways in which we will be seeking to make savings, to mitigate this risk.

The Forecast Budget Requirements £m



