



**Northamptonshire  
Police and Crime Plan  
2019-2021  
A Safer Northamptonshire**





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## Foreword: A Safer Northamptonshire

When I became Police and Crime Commissioner in 2016, I worked with the Chief Constable to develop our Police and Crime Plan and set the strategic direction for policing in the county until 2020. This plan updates rather than rewrites that strategic direction. The updates reflect learnings of the first two and half years in office and provides a greater clarity of focus on certain issues.

Since 2016, we have implemented some far reaching changes to how policing and our criminal justice system is delivered across Northamptonshire. Working closely with the new Chief Constable, Nick Adderley, I intend to put in place improvements to policing in our county that build on the foundations set since 2016.

Since coming into office, I have increased the Force's revenue budget by more than £8 million to invest in areas where the Chief Constable has asked for support to deliver operational policing. I asked local council taxpayers to contribute more through the precept but I strongly believe that we need a fairer funding deal nationally. A recent report by the National Audit Office has highlighted the fact that some areas face greater challenges than others and need more funding. It is simply not fair to ask local taxpayers to make up the gap and I will continue to fight for changes that properly recognise the increasing complexity of crime and the growing population that fuels demand for policing services in Northamptonshire.

I believe that my role is to be the voice of the public in matters of policing and crime, a role I take seriously. I continue to challenge partners, including Northamptonshire Police, to deliver the public services that the people of Northamptonshire deserve. Progress has been made in the first part of my tenure but I believe, with the new Chief Constable Nick Adderley, the best is yet to come.

I expect a clearer focus from Northamptonshire Police and to begin to go on a journey to be recognised first as a 'good' Force and then an 'outstanding' one. I am committed to tackling and reducing crime in local communities across Northamptonshire. Alongside this I will continue to lobby nationally and locally to ensure that both early intervention and reducing reoffending are key issues that are tackled across partners to make for a better society for all.

I continue to want to ensure that every person who lives or works in Northamptonshire has a say in making Northamptonshire safer. As such, improving public confidence is the number one priority that I am setting the new Chief Constable and I want to hear from the public about what will make them feel and be safer in our communities.

In addition, and as I am now also the Fire and Rescue Authority, I am expecting the Chief Constable and Chief Fire Officer to work together to deliver better services to the public, including through sharing estates and non-frontline functions such as human resources and finance, enabling reinvestment in frontline delivery. Importantly though I want the two Chiefs roles to remain clear and distinct – this is not a merger for police and fire.

I believe we have set some firm foundations through the first part of my term of office, including investing nearly £8m in the Force. This Plan is about delivering on the early work and ensuring that Northamptonshire feels and is safer.

Yours sincerely,

**Stephen Mold**

**Police, Fire and Crime Commissioner for Northamptonshire**

## **Foreword from Chief Constable Nick Adderley**

I became Chief Constable of Northamptonshire Police in August 2018 and this is the first Police & Crime Plan that I have helped shape. I am proud to have worked with the Police, Fire and Crime Commissioner on this updated plan, so that it reflects the evolving nature of crime in Northamptonshire.

Crime is more complex than it ever was but since I became Chief Constable, I have been clear that we need a renewed focus on drug crime, domestic burglary and creating strong neighbourhood policing teams.

I will take the fight back to the criminals, so that the good people of Northamptonshire can have confidence that Northamptonshire Police are doing all they can to protect them. For that reason, I set us a clear mission, 'Fighting crime, protecting people'. We will make Northamptonshire a hostile place for criminals and together with partners support those who are the most vulnerable in society. Above all, I want Northamptonshire Police to be a public service that is there for its people and able to support them when they need us.

My ambition is to provide the public with a first class response that makes them proud of Northamptonshire Police. Over the next few years, we will build on the opportunities that exist to work more closely with Northamptonshire Fire and Rescue Service and forge stronger relationships with our local authorities, so that we have real partnerships that create better services for local people.

We will continue to look at the way we work so that our efforts are focussed on being the outstanding police force I know we can and want to be. This is an exciting time for Northamptonshire Police and I'm looking forward to the challenge of fighting crime and protecting people, to make the people of this county safer.

**Nick Adderley**

**Chief Constable, Northamptonshire Police**

# Mission and Philosophy

The mission for this Plan is to:

- Prevent crime and intervene early to tackle the causes of crime
- Robustly enforce the law to bring criminals and those engaging in anti-social behaviour to justice
- Support victims to cope, recover and thrive
- Support those offenders who wish to rehabilitate to prevent future offending behaviour

Underpinning this should be a culture of continuous improvement that fosters learning within and between organisations to best serve the people of Northamptonshire.

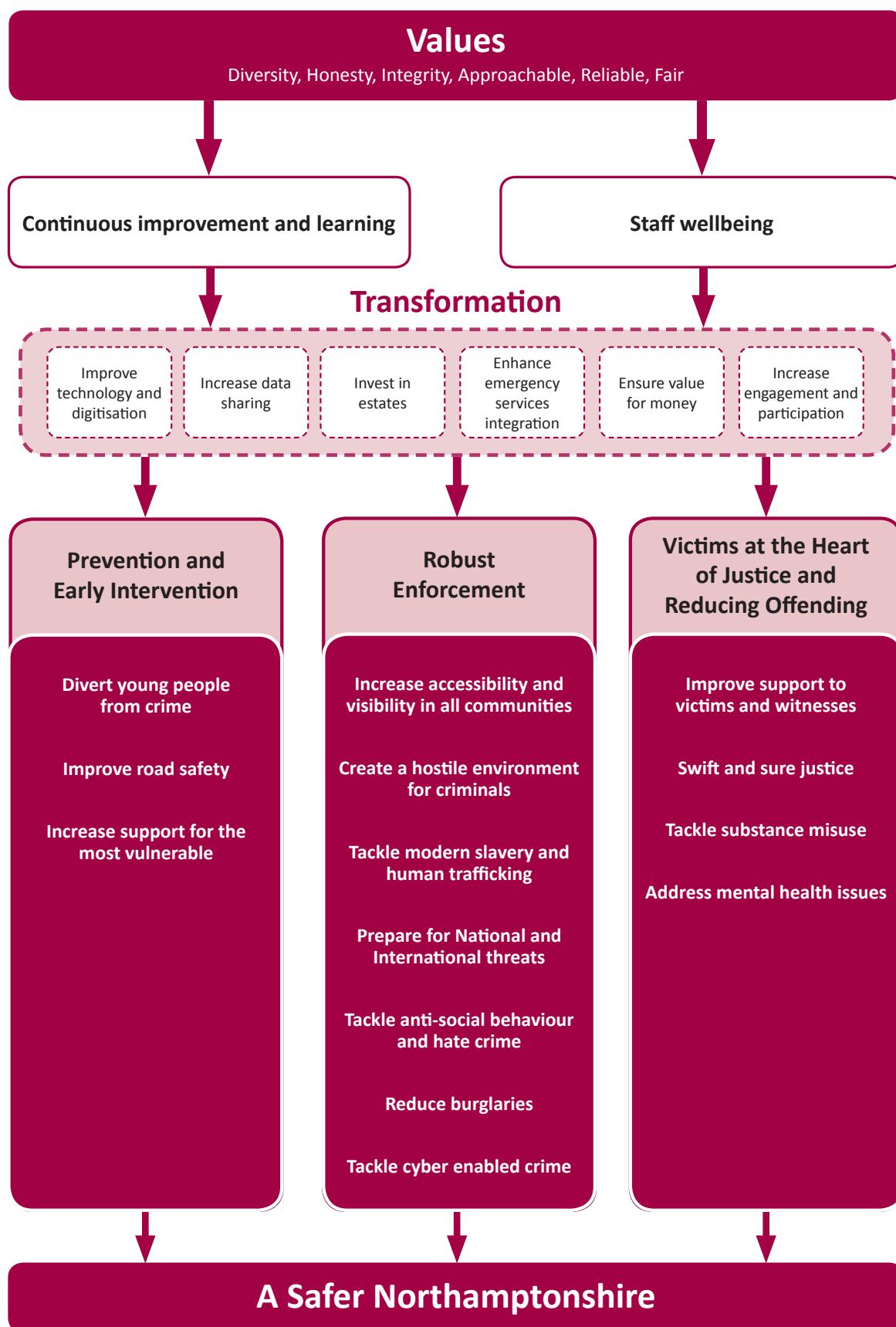
We should ensure the wellbeing of staff who do a difficult job so that they are better able to protect the public and deliver what is required of them.

## Values

I believe that collectively we can make Northamptonshire safer. It is important that we do so with the highest standards of ethics across all those who seek to make a difference for our communities. Everything that I commission will seek to adhere to the following values:

- **Diversity.** We will value all differences
- **Honesty.** Your public servants should always act with honesty.
- **Integrity.** I will ensure that things are always developed with probity and morally as well as legally correct.
- **Approachable.** Those providing service to the public should always be considered approachable.
- **Reliable.** If someone says they will do something for you then they will and they will do the right thing
- **Fairness.** Everyone should be treated as an individual and treated with respect.

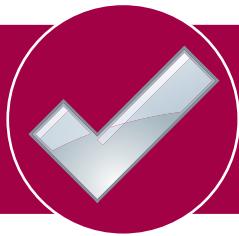
# Plan on a Page



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# Achievements



## Keeping the young safe

Early Intervention is at the heart of the Police and Crime Plan. We cannot police our way out of the situation that faces the county. We have to intervene early to prevent young people becoming involved in crime and to tackle the root causes of crime.

### What we have achieved

- ✓ Established an Early Intervention Team of seven staff who will work alongside Northamptonshire Police and Northamptonshire County Council teams to identify families in difficulty at an early stage and step in to offer support
- ✓ Worked with the Force and the Fire Service to embed the Emergency Services Cadets scheme, providing over 320 young people with the opportunity to be involved in community safety, crime prevention and public engagement activities. The cadets have carried out more than 58,000 hours over the past 12 months
- ✓ Worked with Rushden Academy and Screen Northants to create a resource for schools to raise awareness of online safety and security. ‘Add Me’, a play written by the young people has been filmed and will be used to educate primary school children about keeping safe online
- ✓ Supported the development of the education film “Breck’s Last Game” and the campaign aimed at highlighting the risks of CSE to teenage boys and in particular the potential hazards of online gaming
- ✓ Assisted the roll out of “Kayleigh’s Love Story” which highlighted the dangers of online grooming to 30 secondary schools across the county
- ✓ Supported the development of a partnership Early Intervention hub in Northampton to explore the role of police and PCSOs in identifying and supporting families who need additional support

## Community Partnerships

The public have a fundamental role at the heart of policing: police cannot do their job without participation from everyone in the community playing their part.

### What we have achieved

- ✓ Created the 'Making Northamptonshire Safer' Communities Fund of almost £90,000. Eleven organisations have received grants of up to £10,000 to prevent crime and promote safety in Northamptonshire
- ✓ With the Force, created the sponsored Police Community Support Officer scheme. Local communities and parish councils are able to pay the full costs of a PCSO to have them dedicated to their local community and focussed on their agreed local priorities. There are currently nine sponsored PCSOs under this scheme
- ✓ Enabled the use of the Neighbourhood Alert community messaging system to communicate directly with people via text and email about crime and policing. More than 17,000 people have signed up to the system so far
- ✓ Invested a further £40,000 to reinvigorate the Rural Action campaign and created a Rural Delivery Group to involve people who live in rural communities in the fight to reduce crime and increase confidence in policing
- ✓ Special Branch has launched Operation Explorer, a programme aimed at partners in education to raise awareness and understanding of radicalisation and terrorism
- ✓ Set up a multi-agency partnership to tackle modern slavery and human trafficking across the county. This has included creating a strategy that aims to raise awareness of modern slavery and human trafficking and will enable agencies to share information and work together to provide a better service for victims
- ✓ Lead on the establishment of a Community Safety Board for the county, which will lead on strategic priorities including serious organised crime and gangs, domestic and sexual abuse and anti-social behaviour and hate crime
- ✓ Reviewed Community Speedwatch, investing in new equipment and increasing work with communities, allowing scheme members to use the equipment more frequently
- ✓ Developed a clear plan and actions for reducing the number of people killed and seriously injured on Northamptonshire's roads



## Protecting people from harm

I want to focus on preventing crime and stop people from becoming victims. By intervening early, we can prevent crime and tackle the causes of crime.

### What we have achieved

- ✓ Directly invested nearly £8 million into frontline policing, helping to deliver an extra 46 frontline roles. Some of this additional investment has helped to increase the Force's ability to better provide a service to the most vulnerable members of our communities, including additional resources for domestic abuse victim support and investigation, missing persons investigations and sexual offence investigations
- ✓ Issued more Domestic Abuse Prevention Orders than any other Force in the East Midlands. These are court orders made after reports of domestic abuse and provide victims with the space to consider their future relationships, with powers of arrest and possible imprisonment for those that breach them
- ✓ Increased resources for the Public Protection command to allow for better and more frequent monitoring of convicted sex and violent offenders in our local communities
- ✓ Engaged with 1,200 people with mental illness, ADHD or Autism to understand their experience of the police or criminal justice system. Developed a programme of activity based on their feedback to enhance services and better protect the public improvements
- ✓ Embedded a mental health street triage scheme where police officers and mental health professionals work together to rapidly assess people in mental health crisis. This means they can be better cared for and also reduce the amount of time that police officers need to spend at this type of incident
- ✓ Developed a Northamptonshire Cyber Security Forum to help local businesses raise their defences against the UK's fastest-growing crime type. More than 20 businesses attend each month to share briefings on current cyber threats and trends
- ✓ The Force has launched Operation Viper, a refreshed approach to tackling serious and organised crime across the county, in terms of enforcement and increasing community resilience
- ✓ Funded additional weeks of activity for officers tackling serious and organised crime through Operation Viper. This has led to more than 500 arrests, with more than 190 warrants carried out and the seizure of more than £20,000 in cash, 200 knives and other weapons and significant quantities of drugs
- ✓ Seized more than £2,000,000 from criminals through confiscation orders. Much of this money is then made available to good causes through the Commissioner's Making Northamptonshire Safer Fund
- ✓ Continued to invest £250,000 a year in drug and alcohol treatment services to treat offenders and tackle their criminal behaviour

## **Victims at the Heart of Justice**

Victims and witnesses deserve the very best support and the needs of the victim should be central to all that we do.

### **What we have achieved**

- ✓ Improved services to victims by setting up Voice for Victims and Witnesses. More than 5,500 people received support through the service in the last year, with 98% of victims receiving support within the first 24 hours after referral to Voice
- ✓ Invested more than £100,000 with the NHS to support victims and survivors of sexual abuse through the Sexual Assault Referral Centres and Independent Sexual Violence Advisers
- ✓ Worked to secure funding and directly provided significant funding to safeguard the independent Domestic Violence Advisers in the Sunflower Centre
- ✓ Led the pioneering use of the Mental Health Treatment Requirements for women as an alternative to custody. Nearly 100 women have been kept out of prison and received support through this approach, with a reduction in their offending behaviour as a result
- ✓ Invested £15,000 with partners to enable rent deposits to be paid for offenders, so that they can access private rented accommodation. The offender repays the deposit which is then used to support further people. More than 10 people have benefited from the scheme, with reductions in their offending behaviour as a result

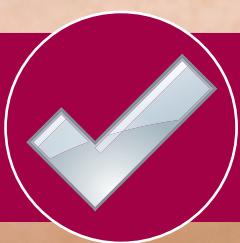


## Transformation

My office is delivering a range of enabling and transformational programmes to improve frontline service delivery and capacity.

### What we have done

- ✓ Reversed the planned sale of police headquarters at Wootton Hall and instead commissioned a comprehensive estates strategy to identify ways to ensure that we have police buildings that are affordable, efficient and meet the needs of police and the community
- ✓ Identified police buildings that are no longer suitable for operational policing purposes and put them up for sale, making savings on running costs. Co-located police enquiry desks with local authority services in town centres and invested in modern police buildings such as the NAB in Kettering
- ✓ Became the first Police, Fire and Crime Commissioner in the country to take on the fire authority from a county council
- ✓ Won government funding to provide frontline officers with mobile devices to improve their access to Force systems while out in the community
- ✓ Won more than £645,000 to use to support the Force in the fight against serious violence and gang activity involving young people
- ✓ Won £250,000 to invest in programmes to help support women offenders and reduce the level of reoffending by setting up a second Good Loaf social enterprise bakery in Kettering



What we are doing

## Intervening Early and Preventing Crime .....

Our Areas of Focus	What we are doing
<b>Intervening at the earliest opportunity to divert young people from being the victims or offenders of the future</b>	<ul style="list-style-type: none"><li>Increasing investment to prevent and divert young people away from criminality through the Youth Offending Service.</li><li>The Force will increase activity that will divert young people away from crime when they need support. If young people do not want to accept support, the Force will robustly attempt to disrupt their criminal or anti-social activity</li><li>The Force will deliver the Community Initiative to Reduce Violence to prevent young people from becoming embroiled in gang and knife crime.</li><li>Lead on the Serious Violence and Early Intervention programme of activities to support young people at risk of involvement with gangs and criminal activity</li><li>Directly invest to provide additional support to schools and other agencies working with young people to divert them away from social care and criminality.</li><li>Invest to bolster the existing Children's and Adolescent Mental Health Service (CAMHS) to prevent young people's mental health issues escalating – a known factor that can lead to issues with criminality in later life.</li><li>Set up a targeted youth service that will intervene in areas of the county where the need is greatest, to address problem behaviour amongst young people</li><li>To embed the approach to policing the University of Northampton that has begun in the past year.</li><li>Work closely with core statutory partners under new Working Together arrangements for children's safeguarding, to ensure that all relevant actions are taken so that children and families are given the support they need at the right time</li></ul>
<b>Increase road safety and the perceptions of safety in our county</b>	<ul style="list-style-type: none"><li>Through the newly formed Northamptonshire Road Safety Alliance, develop approaches to change driver behaviour and to educate and prevent death and serious injuries on our roads, setting out clear priorities to be tackled by 2020.</li><li>Launch the facility to enable road users to upload video evidence of careless or dangerous driving directly to the police for assessment.</li><li>Strengthen support to the Safer Roads Team that will allow additional time for police officers to concentrate on road policing issues</li><li>Develop driver education programmes for young drivers, older drivers and working drivers</li><li>Continue to support educational programmes such as CarKraft</li><li>Launch a Community Road Safety Fund to allow local communities to bid for funds to implement their own local solutions to identified road safety issues.</li></ul>

Our Areas of Focus	What we are doing
<b>Increase the awareness of, and confidence to report, crime amongst the most vulnerable people in our society</b>	<ul style="list-style-type: none"> <li>• Raise awareness of all kinds of exploitation and grooming, including 'grooming' of young people into a gang lifestyle</li> <li>• Equip young people through educative programmes to build resilience to both physical and online exploitation and raise awareness of what support is available.</li> <li>• Directly invest to support those affected by domestic and sexual abuse to prevent future victimisation.</li> <li>• Roll out training to police officers to ensure they understand that domestic abuse is a high priority crime.</li> <li>• Explore preventative programmes and services to help couples at risk of domestic abuse to understand and build healthy relationships to prevent further escalation of conflict</li> </ul>



# Enforcing Robustly to Fight Crime and Protect People .....

Our Areas of Focus	What we are doing
<b>Increase accessibility to and visibility of policing in both urban and rural areas</b>	<ul style="list-style-type: none"><li>Develop and deliver between the PCC and Force a Public Confidence Strategy with the aim to increase the confidence of all communities in Northamptonshire Police.</li><li>Expect police officers to spend more time on the frontline by providing them with mobile technology that enables them to spend less time on paper work and more time in our communities.</li><li>Continue to support and extend the Sponsored PCSO scheme to enable local communities to have their own dedicated PCSO to solve local problems and be visible in their local area.</li><li>Build on the existing strong relationships with Community Speedwatch, Neighbourhood Watch, Street Watch and other volunteer schemes to support communities to help themselves as well as seeking to develop new means of utilising SCW schemes to increase the range of interventions available to them</li><li>Carry out a campaign to increase the number of people signed up to receive direct messages from Northamptonshire Police via the Neighbourhood Alert system, increasing engagement between the Force and the communities it serves.</li><li>Develop approaches within the Force Control Room to better enable people to report crimes through methods that work best for them.</li><li>Support the delivery of the Rural Crime Plan and put funding in place to enable actions to be carried out to tackle concerns around police visibility in rural areas and the impact of cross border and organised crime.</li><li>Ensure that the night-time economy receives a strong and visible policing presence, as well as working with partners of all kinds including local authorities, door staff and street pastors.</li><li>Develop a customer contact charter that will outline service expectations when members of the public make contact with the Police</li></ul>
<b>Make the county a hostile environment for those who wish to commit crime</b>	<ul style="list-style-type: none"><li>Target and bring to justice perpetrators of rape through strong operational plans.</li><li>Track and arrest perpetrators of violent crimes in our county.</li><li>Look to take robust enforcement action in relation to street level drug dealing</li></ul>
<b>Tackle modern slavery and human trafficking</b>	<ul style="list-style-type: none"><li>Continue to lead a Countywide partnership group, strategy and action plan to increase awareness of the subject, better coordinate operational activity, better share information and provide a better service for victims</li><li>Work with partners to develop strategies to identify and reduce all forms of modern slavery and human trafficking</li></ul>

Our Areas of Focus	What we are doing
	<ul style="list-style-type: none"> <li>Train the police workforce to be able to detect and respond to signs of modern slavery, establish a programme of support for high risk groups and improve and simplify reporting procedures.</li> <li>Increase awareness within communities and other partner agencies of the signs of modern slavery and trafficking and how to report it.</li> </ul>
<b>Ensure the county continues to be prepared for responding to national and international threats</b>	<ul style="list-style-type: none"> <li>Ensure Northamptonshire meets the needs of the Strategic Policing Requirement and national Counter-Terrorism strategies</li> <li>Support the Force to ensure the Independent Advisory Groups in the county have a strong voice.</li> </ul>
<b>Reduce the number of burglaries in the county</b>	<ul style="list-style-type: none"> <li>Develop and deliver an ongoing burglary prevention and reduction campaign</li> <li>Provide prevention advice through better use of technological and digital tools</li> <li>Proactively police problem areas of the county to enforce and prevent burglaries.</li> <li>Work with criminal justice partners to ensure that offenders who commit burglary offences receive sentences best designed to reduce the risk of further offending.</li> <li>Develop plans to ensure that a better service is provided to victims of domestic burglary</li> </ul>
<b>Increase investment to tackle cyber enabled crime</b>	<ul style="list-style-type: none"> <li>Embed a Cyber Response Portal that will provide the Force with a platform to allow the better management of our Cyber/ Security volunteers.</li> <li>Increase the capability of the Force to target offenders of these types of crimes.</li> </ul>
<b>Tackle anti-social behaviour and hate crime to make people feel and be safer</b>	<ul style="list-style-type: none"> <li>Thorough the public confidence strategy, involve the public in finding ways to better address anti-social behaviour and hate crime in their area.</li> <li>Refresh the Community Remedy through public consultation to ensure that disposals for low level crimes and anti-social behaviour meet the expectations of the public.</li> <li>Work with partners to ensure that anti-social behaviour and hate crime are tackled as a priority across Northamptonshire.</li> <li>Set up a fund of £50,000 each year to enable frontline police officers and PCSOs to bid for grants to make improvements in communities.</li> <li>Continue to support the Force to invest in a dedicated hate crime post.</li> </ul>

# Putting Victims at the Heart of Justice ..... and Reducing Reoffending

Our Areas of Focus	What we are doing
<b>Improve services to victims of crime</b>	<ul style="list-style-type: none"> <li>Further develop Voice for Victims and Witnesses, mandating all victims are referred to the service, improving the quality of service to ensure all victims receive the best possible experience to cope, recover and thrive.</li> <li>Continue to invest in victims' services for specialist needs including sexual and domestic abuse, road traffic collisions and children and young people.</li> <li>Ensure that the provision of services for victims and survivors of domestic abuse are prioritised by partners and strengthened for the long term.</li> <li>Oversee compliance with the Victims Code of Practice across partners to provide the most victim centred service from first point of contact onwards.</li> <li>Make sure every victim, at whatever stage in the criminal justice proves, gets the opportunity to take part in a restorative justice approach where they wish to do so.</li> <li>Provide for increased special measures in court cases, including access to remote links to enable them to give evidence to court via video.</li> </ul>
<b>Ensuring swift, sure and rehabilitative justice</b>	<ul style="list-style-type: none"> <li>Develop a range of new rehabilitative options, both at court and out of court, to support partners to manage offenders and prevent re-offending.</li> <li>Work with criminal justice partners to ensure that trials are held as swiftly as possible.</li> <li>Seek to ensure that local communities, through the PCC, have a greater say in how offenders are managed and rehabilitated through the justice system</li> <li>Develop a Reducing Reoffending Board and Reducing Reoffending Action Plan to ensure that the work of local criminal justice partners is coordinated and effective.</li> <li>Develop a whole system approach to female offending in the county, focused on the expansion of existing female specific services to address the specific needs of female offenders.</li> </ul>
<b>Tackling substance misuse issues that drive other types of crime</b>	<ul style="list-style-type: none"> <li>Provide drug and alcohol treatment courses as out-of-court disposals for low-level offences caused by substance misuse Continue to work with Public Health to ensure that those individuals with substance misuse issues who are in the criminal justice system get the very best treatment to aid recovery and reduce criminal behaviour.</li> <li>Lobby to open up a national debate to take the politics out of the debate on drugs and instead focus on the best evidence to develop drugs policy.</li> <li>Expand the use of naloxone to ensure frontline staff have the best tools to treat someone who has overdosed.</li> </ul>

Our Areas of Focus	What we are doing
<b>Addressing mental health issues to reduce vulnerability and offending</b>	<ul style="list-style-type: none"> <li>• Deliver against the recommendations from the Time2Listen report including seeking to develop routes to ensure people in crisis get the help they need from the right service at the right time. This will include working with partners to ensure out of hours mental health provision is as appropriate as possible to support individuals without a reliance on the police.</li> <li>• Build on the existing pioneering national scheme for mental health treatment requirements (MHTR) for women to continue to build the pathway for women in the criminal justice system to have their mental health needs met, whilst expanding MHTR for men.</li> <li>• Work with partners, service users and carers to improve the training of frontline officers and staff so that they can respond better to people with mental illness</li> <li>• Develop a partnership approach that will better address the needs of people with mental health issues and find ways to share information between health and police that will ensure a consistent service can be provided.</li> </ul>



# Enabling Transformational Change .....

Our Areas of Focus	What we are doing
<b>Improve and update technology systems and applications to increase efficiencies</b>	<ul style="list-style-type: none"><li>• Make cloud based technology the default for policing systems to increase capacity and ability to share information easily across systems.</li><li>• Further develop our capacity for digital investigation and intelligence capture, so that officers can spend longer out in communities.</li><li>• Deliver a new Digital 101 service which will provide residents with the ability to report crime and make enquiries to the Force via advanced chat and voice interfaces.</li><li>• Continue to review the number of computerised systems in operation to determine their effectiveness/fitness for purpose and identify new opportunities</li></ul>
<b>Increase data sharing across agencies to better target services to the needs of the people of Northamptonshire</b>	<ul style="list-style-type: none"><li>• Reduce the silo working in the county whereby different agencies hold only part of the total information. Data sharing will enable better decisions to be taken across agencies to meet the needs of our communities.</li><li>• Work with the Cabinet Office to support work that will allow improved blue light multi-agency response to major incidents.</li></ul>
<b>Invest in Estates</b>	<ul style="list-style-type: none"><li>• A comprehensive estates strategy for policing in the county has been developed. This includes the need to redevelop Wootton Hall as the headquarters for police but also fire and rescue and potentially other partners too</li><li>• A driver for the strategy will be to share accommodation with partners wherever possible, rationalising estate to invest back into frontline service delivery.</li></ul>
<b>Ensure Value for Money</b>	<ul style="list-style-type: none"><li>• Hold the Force to account for the use of money that is delegated to them, ensuring that the service is the most efficient and effective it can be, including measuring performance against a set of agreed outcomes.</li><li>• The medium term financial plan can be found on the OPFCC website (<a href="http://www.NorthantsPFCC.org.uk">www.NorthantsPFCC.org.uk</a>) Reductions in central government grant and the additional pension costs arising from discount rate changes create significant pressures on the budget. At the same time, crime is changing, which requires investment in capabilities and capacity to equip the Force for the future.</li><li>• Explore work to provide better and more effective enabling services for Northamptonshire Police, Northamptonshire Fire &amp; Rescue and the OPFCC, ensuring as much money as possible is spent on frontline activity that improves people's lives and makes Northamptonshire safer</li></ul>

Our Areas of Focus	What we are doing
<b>Enhance Engagement and Consultation</b>	<ul style="list-style-type: none"> <li>• Develop ways to improve engagement with communities and for the public to shape the services they receive, with the intention of improving public confidence in policing.</li> <li>• Ensure that hard to reach communities are able to have their voice heard on all matters on which we consult</li> <li>• Develop a Youth Commission to ensure that young people in the county are heard and influence the services for the future</li> <li>• Ensure that community groups get the opportunity to bid for up to £100,000 a year for projects to deliver against this plan.</li> </ul>



# **Emergency Services Integration**

There is a statutory duty to collaborate for the three emergency services. This means that the services should be actively seeking opportunities to work together to deliver more efficient and effective public services. In Northamptonshire we have gone further by bringing police and fire and rescue under my governance as the Police, Fire and Crime Commissioner.

My business case to take on the governance for fire and rescue was clear that I expected to see integration between police and fire and rescue to reinvest in frontline services. It is my expectation that the following areas will be delivered during the life of this plan:

## **Shared Enabling Services**

It does not make sense that both police and fire and rescue have their own support services such as finance, human resources, ICT or facilities management. These services are essential to any organisation but do not require separate functions. I believe that by bringing enabling services together I can ensure a more effective service is provided to the frontlines of both organisations, providing them with the information they need, when they need it to make better decisions. I expect to see significant progress over the life of this plan.

## **Shared Estates Strategy**

Together police and fire and rescue have in excess of 50 buildings. In many cases the two buildings are located in the same town within metres of each other. Every penny that is spent on maintaining the buildings is not spent on frontline services. Therefore it is my intention to develop a shared estates strategy that will reduce the duplication of buildings in the same locations so that police and fire colleagues increasingly share buildings.

A key part of the strategy will be to redevelop the Wootton Hall headquarters site to be a fit for purpose headquarters for both services, including seeking to develop a shared control room. Included in this redevelopment will be opportunities for ambulance to also co-locate if that proves to be in the best interests of the service and the public.

## **Shared Prevention Approaches**

The most vulnerable in our communities are vulnerable to more than one thing. I want to see the Chief Constable and Chief Fire Officer bring forward a new prevention strategy and plan across the two organisations to best support the most vulnerable in our communities.

## **Interoperability**

Police, fire and rescue and ambulance have been working on various interoperability matters since 2013. I want to see this activity increased over the life of the plan and expect to see further ideas brought forward by police and fire and rescue, involving ambulance as appropriate, to provide more efficient and effective services to the public.



## **Public Service Collaboration**

Collaborations between police, fire and rescue and ambulance should not preclude other collaborations. My default is to seek to collaborate within Northamptonshire with other agencies to better deliver services to the people we all serve. However this does not preclude collaboration on a regional or national scale with policing and other partners where that is in the best interests of Northamptonshire.

Collaborations can provide additional capacity or capability for dealing with specialist incidents or for matters that cross the responsibilities of a number of other organisations. I will keep all collaborations under regular review to ensure they continue to best serve the people of Northamptonshire.

### **Local Partners**

I will continue to engage with the local authorities and their successor unitary authorities, as well as health and education service partners to ensure that we think about the individuals we serve, rather than focus on the silos of our own organisations. The majority of crime issues cannot be solved in isolation by one agency, the causes of crime are broad and reflect wider societal issues. It is therefore only by seeking to work with and influence partners that the greatest benefits can be made.

### **Regional Policing**

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

As the collaborative approach has matured we have been able to develop a mix of collaborative activity that sees two, three, four or all five forces taking part.

Driving the collaboration agenda are five guiding principles:

- That local policing remains local
- That any collaboration helps deliver a more efficient and/or effective policing service for Northamptonshire
- That all areas of business are considered

- That decisions not to participate in a particular collaboration are reviewed regularly, as circumstances may change
- That any costs and/or benefits are shared between participating forces

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

## National Agenda

Criminality does not stop at the borders of Northamptonshire. It is important that we support national agendas and inform and influence national debates on the future of policing and criminal justice.

There are an agreed number of activities that HM Government expect and require all Police Forces nationally to deliver in order to keep their local communities safe. These include activities in relation to matters such as Counter Terrorism, Civil Contingencies, Firearms and Public Order. These form part of the Strategic Policing Requirement. These are assessed as a part of a regular regime from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services. I have a statutory duty to have regard to this and I will continue to ensure that Northamptonshire can contribute to the national agenda with appropriate levels of resourcing whenever required.

I believe a key part of my role is to highlight the good work that is ongoing in Northamptonshire at a national level, both to develop our national lead on various aspects, but also to lobby the Government for changes and funding that will make a difference to how safe Northamptonshire is. I will engage with the Government and in particular the Home Office and Ministry of Justice to put the Northamptonshire case for change forward at every opportunity.

I sit on the boards of the College of Policing, the National Enabling Programme (NEP) and the Emergency Services Mobile Communications Programme. (ESMCP). These roles, alongside the work I do with fellow PCCs through the Association of Police and Crime Commissioners (APCC), enables me to put forward the case for change nationally that will benefit communities in our county.

I have previously lobbied for a fairer funding deal for Northamptonshire, greater flexibility in policing budgets and for greater local involvement in the wider criminal justice system. I will continue to seek opportunities for Northamptonshire to be at the forefront of national developments for the benefit of people in our communities.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspect police forces on a range of subjects and their judgements of Northamptonshire Police will help me to be informed on the efficiency, effectiveness and leadership that the Force has in place. I will continue to work constructively with HMICFRS to ensure that residents in Northamptonshire get the very best police service.

## **Holding to Account and Scrutiny**

The Police, Fire and Crime Commissioner has a statutory duty to hold the Chief Constable to account for delivering efficient and effective policing functions and specifically for delivery against this plan. It is one of the most important roles that I perform.

### **Holding the Chiefs to Account**

I meet on an informal basis regularly with the Chief Constable to provide oversight and to discuss the strategic direction of the organisation. I formally hold the Chief Constable to account through a monthly Accountability Board. The meetings are minuted and this information will continue to be put onto my website to ensure transparency of this formal process.

On a quarterly basis, I will publish performance information to ensure that there is transparency to the public in how well the police force in the county is performing. These metrics will be agreed between myself and the Chief Constable and will be based on the operational plan (the Policing Plan) that the Chief Constable will develop to deliver against this plan.

As well as local information, I also use national assessments such as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services assessments to monitor Force performance and will be considering whether the series delivered represent the best value for money. I will ensure that both organisations adhere to the duties described in the Equality Act 2010, including the need to publish specified information. I will also ensure that the Chief Constable is held to account for promoting ethical behaviour and embedding the College of Policing's Code of Ethics.

The PFCC will similarly hold the Chief Fire Officer to account for fire and rescue functions.

### **Scrutiny of My Role**

The Police, Fire and Crime Panel is there to scrutinise decisions I take. I will ensure that I continue to work positively with the Panel to ensure that decisions and the reasons for them are transparent and that the Panel have the opportunity to scrutinise my decisions.





**Stephen Mold**

Police, Fire and Crime Commissioner  
for Northamptonshire