



# Chief Constable's Annual Report

2018-19



**Northamptonshire Police**

Fighting crime, protecting people



*Please click above to watch my video*

## **Welcome, and thank you for taking the time to read my first Annual Report as Chief Constable for Northamptonshire Police.**

On August 6<sup>th</sup> 2018, I was incredibly proud to take over the helm of this Force, since then I have embedded a wide range of changes to the way the organisation is run which, I am confident, will make us better placed than ever to deliver our core aim of fighting crime and protecting people.

I will set these out in the report and I hope you will see clear evidence of our commitment to better serve the public.

This progress is in no small part down to the dedication, professionalism and sheer hard work of the officers and staff who make this Force what it is today.

Policing in 2019 has never been more challenging. This county has grown in size by 10 per cent in the past decade, with many of those moving here coming from the 15-25 age demographic, in other words

those most likely to become caught up in crime or fall victim to it.

I look forward to seeing what the new Prime Minister will deliver for police forces nationally as we strive daily to combat the emerging threats posed by the likes of cybercrime, child exploitation and organised crime.

To this end, and with the support of the Police, Fire and Crime Commissioner, Stephen Mold, we recently announced plans to lobby Parliament to ensure a fairer funding formula for the policing in this county. A review of our funding arrangements gives us the opportunity to provide investment in resources which are too often overlooked – for example training, technology and innovation - but which enable the frontline to do their job better and more effectively.



Looking back over these first 12 months as your Chief Constable, I am proud to have witnessed and heard about so many extraordinary successes which have made me genuinely proud to lead this Force. Many of them I have communicated to the workforce through a weekly video blog and to a wider audience through social media.

From my arrival I made it clear to the workforce that I would be looking to address some of the challenges which Northamptonshire Police was facing. Many of these you will see in my report - some you will have heard about, others perhaps not.

There is still some way to go and I don't shy away from that. However, I recently announced plans to restructure the Force so we can deliver more effective policing to the communities we serve and to work alongside our key partners and stakeholders.

Going into 2020, we need to further embed the changes and developments we have already made as well as accelerating to a new and improved way of working which will see an even closer alignment with communities and building those relationships which the public have said are important to them.

**Chief Constable Nick Adderley**

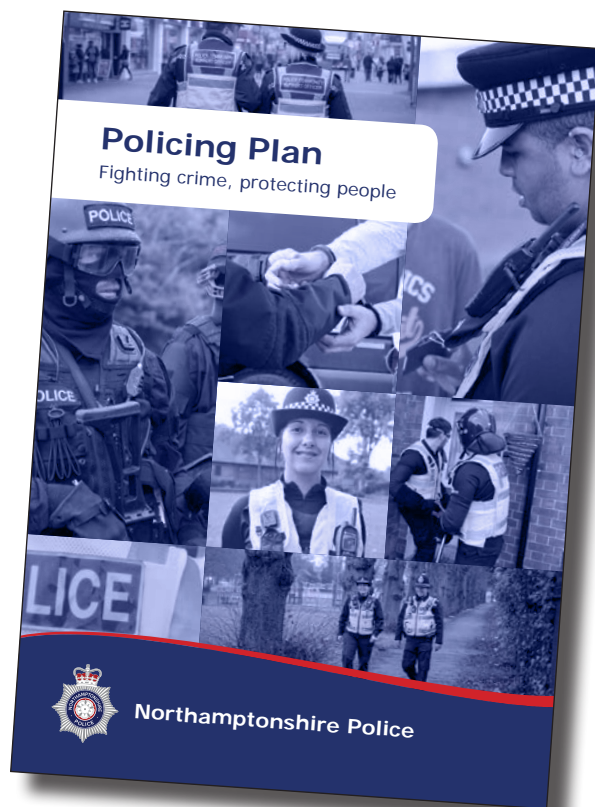


# HIGHLIGHTS OF 2018-19

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From day one, I was clear I wanted a Force mission statement that best describes what we do. **Fighting Crime, Protecting People** is just that, acknowledging our core purpose of targeting robustly those who choose to commit crime in our communities while acknowledging our need to look after the most vulnerable in society.

Soon afterwards, I set out a clear, purposeful Policing Plan central to which was the aim of highlighting the six areas which pose the greatest threat and risk: Serious and Organised Crime, Child Abuse and Exploitation, Rape and Sexual Violence, Preventing/Reducing Road Fatalities and Serious Injury, Residential Burglary and Domestic Abuse. All these areas have potential links to drugs, vulnerability and mental health.



By laying down our priorities and, importantly, helping the public to understand what they are, we can best deploy our valuable resources to tackle them and make this county a safer place.

Very early on I identified that the Force's operational model was not as effective as it should be in meeting the needs of the public we serve, setting in train a restructuring process that, this October, will see the creation of two local policing areas, in the north and west of the county and, intentionally, aligned to the new unitary authorities which will replace the existing county, district and borough councils from April 2021.

This new model has won the support of officers and staff who are already bearing the fruits: better ownership, accountability and flexibility for our teams on the frontline and allowing the Force better to manage demand coming into the Force Control Room.

Running alongside this has been a reshaping of the Force Leadership team, with the recruitment of a new Deputy Chief Constable to lead our overall Change programme and bringing in a previously shared Assistant Chief Constable role back into this Force to take control of operational policing.

Sitting under the Force Executive team of Chief Officers, a Force Strategy Board, bringing together leaders from across the organisation, was created last autumn which now provides senior staff with a forum to drive key areas of business such as performance, accountability, wellbeing, culture and organisational change.

Following an inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services carried out weeks into my tenure, we set up a Service Improvement Board which is leading our Futures Project 2020 (FP20), a force restructure programme which will help us provide a better service to the public once it is fully up and running this autumn.

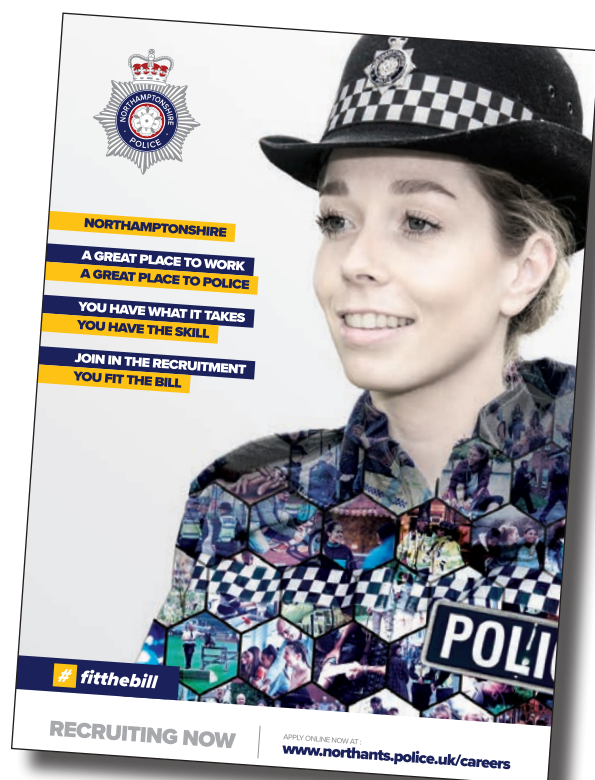




One of the early green shoots of this project, one that is actively reaping results, is a new centralised Initial Investigation Team (IIT) based at Force Headquarters. Staffed 12 hours a day (8am to 8pm), seven days a week, it is dealing with high volume, low risk crimes reported to police. Investing resources in this has allowed for a more effective response to the public and a swifter resolution to those crimes or incidents, reducing waiting times.

In April, the Commissioner and I were pleased to announce the Force would be recruiting another 200 police officers over the next two years. With obvious attrition rates, it means the Force's officer establishment will have 1,310 officers by January 2020, a net growth of 100 on the frontline.

Police officer recruitment is a crowded market at the present time but I am pleased to announce that, as a result of a high profile and dynamic marketing campaign, we are on track to hit our target ahead of schedule. I have taken the decision to increase starting salaries for new constables to make them the most competitive in the region.



Northamptonshire Police has for some years been engaged in a number of regional collaborations with our neighbouring Forces.

Having examined our role in the East Midlands Operational Support Service (EMOpSS), in particular the value for money element this Force was getting from a multi-million pound partnership, I took the decision to bring all our resources in areas such as road policing and armed policing back into Force. I am very pleased to announce this has resulted in 104 more officers working solely across Northamptonshire.

Furthermore, thanks to funding provided from our Police, Fire and Crime Commissioner, we have gone from having shared regional police dog resources to now seeing 10 dogs join the ranks with more puppies being trained for drugs, firearms and cash searches.



We continue to work alongside colleagues in the East Midlands Special Operations Unit (EMSOU) who have proved invaluable in assisting a number of very high profile investigations, and subsequent convictions, for homicides in 2018-19.

# HIGHLIGHTS OF 2018-19

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Our frontline officers put themselves in harm's way on a daily basis and I have been especially vocal, on national platforms, to call for these brave men and women to be as best protected as possible in going about their job.

Again, with thanks to the Police, Fire and Crime Commissioner for additional funding I have further increased the number of officers deployed with Taser with the intention, ultimately of becoming the first UK Force to issue all officers within the next three years, giving them greater security as they go about their job and reducing the unacceptable number of hours lost to injury as a result of mindless attacks.



At the start of the year, we put in place the Seven Point Pledge which manifests the seriousness with which we will treat attacks on our officers and staff.

Victims will be given appropriate welfare support and we will be vigorously pursuing prosecutions wherever possible.



Wellbeing and inclusion are crucial within Northamptonshire Police and, as such I have set up and chair the Equality, Diversity and Human Rights Board.

I am also proud to chair the Force's Internal Ethics Committee which tries to unpick dilemmas across the organisation with representative staff and officers of all ranks. Our thoughts are then shared with an External Committee made up of lay people who help give us a vital public perspective on what we do.

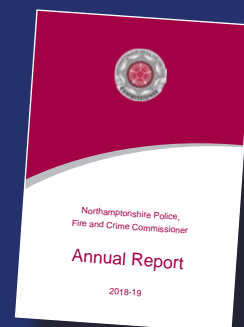
Pride in the badge is paramount and I have listened to officers and made improvements to the uniform, as well as adding small, but vital touches to support those out on patrol.

These include the introduction of trauma packs for officers attending certain incidents ahead of paramedics and ample water supplies in police vehicles to better protect officers and victims targeted in acid attacks.



*My relationship with the Police, Fire and Crime Commissioner remains close and we are working well together. The scrutiny and accountability applied to me by the Commissioner ensures a healthy challenge to the direction in which I am taking the Force and in ensuring that I am delivering an effective and efficient service.*

*I would encourage you to read the Commissioner's Annual Report, available **here** and at **[www.northantspfcc.org.uk](http://www.northantspfcc.org.uk)**, where he sets out his police and crime plan to which I am held accountable to ensure the delivery and furtherance of it.*





## OPERATIONAL HIGHLIGHTS .....

With so much still beginning to land in the organisation, including our new operational model, it is easy to forget what else has been delivered in the past few months:

- **A dedicated Serious Organised Crime team**, which is leading the fight against Serious Organised Crime, most successfully in recent months through Operation Serpent which has taken out an entire tier of suspected gang members operating County Lines between London and Kettering. Thanks to an operation involving more than 250 of our officers and colleagues from the Metropolitan Police, a total of 19 people were arrested and remanded on suspicion of drug supply and modern slavery.
- **A dedicated Roads Policing team**, set up in line with our Force priorities, focusing on the disruption of criminals who use our busy county roads network to perpetrate organised crime and County Lines as well as tackling the 'Fatal Four' of speeding, using a mobile while driving, drink/drug driving and not wearing a seatbelt.
- **A dedicated Domestic Burglary team**, Op Crooked, set up in March, has made dramatic inroads into tackling those who bring misery to people whose homes they target. At launch, burglars were striking at the rate of 120 a month, but this fell to less than 30 within three weeks. In addition, every victim of a residential burglary is now being visited by a police officer, improving our investigation capability in the process and reassuring those cruelly targeted. All the signs are that such a dedicated and proactive resource will be on target to deliver a very significant reduction in break-ins by the team's first birthday in March 2020.
- **A dedicated Missing Person's team** has helped improve the way and the effectiveness in which we tackle missing people, a frequent and often resource-intensive part of our daily business.

Locating and identifying missing persons as quickly as possible is a key strand of our pledge to protect the most vulnerable in society and prevent further harm and abuse.

- **CIRV** – With funding and support from the Police, Fire and Crime Commissioner, we developed a new early intervention programme to tackle gang violence. The Community Initiative to Reduce Violence is an exceptionally successful early intervention programme which we have implemented in Northamptonshire, based on the learnings and best practice from cities as diverse as Glasgow and Cincinnati.



CIRV is a multi-agency and community centred project designed to reduce violent behaviour among gang members and those at risk of gangs. It has been phenomenally successful, receiving over 450 referrals in the first six months, relating to people who are either on the periphery of gang involvement or already immersed in gang-related criminality. More than 60% of these referrals have been for people under 18 years of age.



- **Op Marvel**, is a 12-month, internal communications campaign developed by our Corporate Communications team.



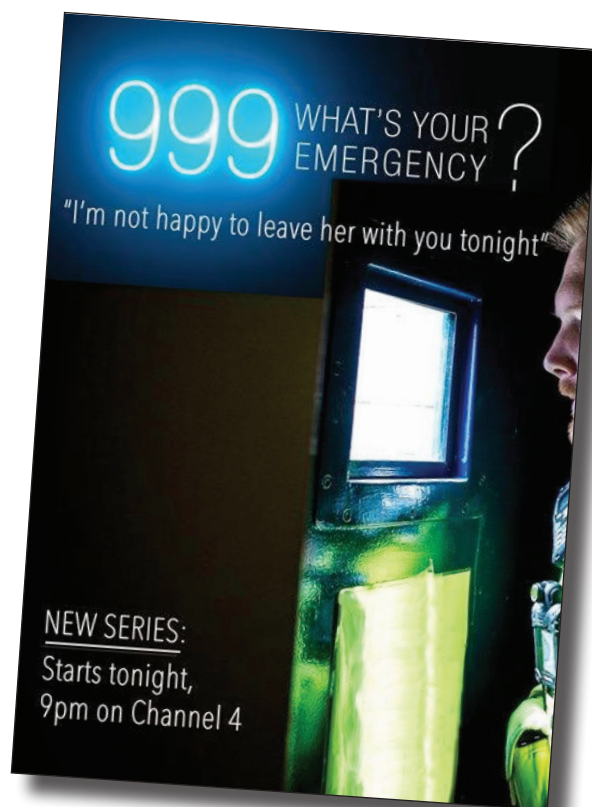
National research indicates about 80 per cent of all incidents reported to police involve people with an element of vulnerability.

Operation Marvel is aimed at driving the importance of working alongside partners to improve safeguarding provision in order to give a voice to those who may otherwise go unheard. Messages are tailored to empower frontline staff to escalate and challenge partners when they fear they are not getting the support they need to make children and vulnerable adults safe.

Key messages for frontline officers stress the importance of being professionally curious when attending incidents and to look for signs of vulnerability so a culture is being developed where the voice of the vulnerable is heard.

This will underline all our safeguarding decisions. The campaign is proving to be successful and we are already seeing an increase in officers use of Section 46 Children's Act (police protection) powers and increased use of CAWNs (child abduction warning notices).

- **#WhoYouGonnaCall?** is a successful campaign launched in April designed to explain how the 700,000 999 and 101 calls which come into us are managed and helping the public better to understand it. No caller now has to wait more than five minutes without the offer of a call-back and we are now in the top 10 when it comes to answering 999s.
- **999 What's Your Emergency?** has received an incredibly positive reaction since Channel 4 began airing a 12-part series in June, with the public vocal and rallying in their support for our officers and staff, in particular those working in response and the Force Control Room.



## OTHER SUCCESSES .....



### JUSTICE

While 2018 was an unprecedented year in terms of homicide, the dedication of our investigators has seen almost all of the perpetrators brought to justice and I am incredibly proud of the professionalism and dedication of all those involved in achieving that.

### EVENTS

Similarly, a big thank you to all those involved in another superb policing operation at the British Grand Prix where 350,000 racegoers were looked after by our teams of officers on the ground. There is so much more I could mention, but suffice to say thank you to my officers and staff for their efforts across operational policing.



### INVESTING IN TECHNOLOGY

The leadership team, with the support of the Police, Fire and Crime Commissioner, is now firmly in the front seat when it comes to using technology to enable our officers and staff to function better.

We have invested in a number of new technologies, including Qlik, a data visualisation tool that brings together all the different data management systems we use in the Force, such as Niche and Oracle, into one place. In addition, we widened the roll-out of Pronto, a system which allows our officers to use their mobile devices more effectively while out in the field –

and has useful features and apps, including an electronic pocket book function, fingerprint biometrics and access to book on crimes and intelligence submissions directly to Niche.

We launched a new website this year and became one of the first Forces to move to the new national Single Online Home portal, a more transactional site which gives people a further outlet to report crime or traffic incidents, lightening demand on the Force Control Room.

### PARTNERSHIP WORKING

Partnership working has never been more important and we continue to do that in so many areas. These include Northamptonshire Fire and Rescue Service, which moved to a new governance structure under the Office of the Police, Fire and Crime Commissioner in January, as well as our county council partners with whom we work so closely in the areas of public protection. As a new municipal structure begins to develop in Northamptonshire, we have a senior officer linked in to all the various partnerships to ensure a better two-way understanding of our needs.



My relationship with the Commissioner and his office remains close and we are working hard to ensure the delivery of the projects to which he has contributed, as well as striving to develop our estate to ensure it meets the requirements of a 21<sup>st</sup> century police force.



## WHAT NEXT? .....

Fighting crime and protecting people remains our core purpose. But as we move towards 2020, our ambition remains, undimmed, to improve performance.

In January the Force was subject to a PEEL inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, the findings of which will be published in September. Through our engagement with the Inspectorate we are aware their findings will not be positive, however a significant time has passed in that interim and a huge programme of change, much of it outlined here, has been carried out at pace and I fully expect to see a continuing period of improvement.

In addition to the creation of new teams tasked with improving our performance in certain functions, in particular around investigations, I am confident that we have real grip in tackling our areas of weakness.

Our Futures Project 2020 (FP20) programme, designed to bring stability to overall service performance will transform into FP25, a longer term process to drive real cultural change throughout the organisation, influencing our leadership, our behavioural styles and, crucially, our values in the years to come.

This will not happen overnight so a plan is in place, running alongside the operational remodelling being led through FP20, to shape this. It will be driven by the nationally recognised Competency and Values Framework for policing and further shaped by my own leadership ethos born out of 37 years in public service.

It will come in many different forms - leadership briefings, increased staff engagement, both through staff forums, surveys and face to face, through our recruitment processes, our professional development and our rewards and recognition apparatus, so that ultimately,

going forward every officer and member of police staff - no matter their role or rank - will be part of one organisation, Northamptonshire Police and know what part they play in it.

Our commitment to these values will build a stronger, healthier workforce, benefiting all of our people and everyone we serve.

This is an immensely exciting time for Northamptonshire Police.

Thank you again for every officer and member of staff who has been on the start of this journey and I look forward to what the next 12 months will bring.

And thanks, finally, to you, the people of Northamptonshire.

Going about this beautiful county - which I'm now proud to call home - I have been lucky to attend all manner of engagement events where I have seen the great work you are doing within your own communities to make life better for those around you.

I have also been incredibly touched by the kind comments and feedback you have given to me about Northamptonshire Police, our officers and our staff, and for the amazing work they all do.

I am very grateful for that and, in particular, for your unstinting support in so many ways, which all contributes to making the county a safer place for us all to live, work and visit.

**Chief Constable Nick Adderley**





In an emergency call **999**  
For non emergencies call **101**



[www.northants.police.uk](http://www.northants.police.uk)



**Northamptonshire Police**

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