



Northamptonshire Police

**PFCC Candidate
Briefing Pack**

Introduction from the Chief Constable

Dear Prospective Police, Fire and Crime Commissioner Candidate,

Since my appointment in August 2018, Northamptonshire Police has undergone a significant overhaul to ensure that it is fit for purpose, fit for the future and able to fight crime and protect people.

In this short introduction I would like to outline my vision for the force, my ethos of policing and my commitment in ensuring that Northamptonshire Police becomes the most effective county force in the country.

Northamptonshire Police is an incredibly proud force and one which, without question, punches above its weight. I often describe Northamptonshire as a 'county by name', but one which has many metropolitan challenges due to its road networks, its cost of housing and its location to London and Birmingham. For those reasons I set about developing a force that polices to the needs of a county but has the capability to flex in order to respond to the myriad of complex and organised crime that I experienced with Greater Manchester Police.

I firmly believe that a front foot style of policing is what is required across Northamptonshire, taking the fight back to the criminals, working with the public and our partners to ensure that we do all we can to prevent and detect crime, support vulnerable people and to be a force that is recognised for its agility and ability to deal with crime and anti-social behavior.

With nearly three decades of policing experience, across four forces, I am yet to be convinced of any other policing model that is more effective, than a local geographical model. My philosophy is clear, we get as local and as engaged as we possibly can with our communities in order to build links, relationships and a better understanding of what is really happening on the ground. Not only does this improve the quality of life of our communities but it also provides an opportunity to deter many, from a life of crime, providing life chances and opportunities. Whoever is the next Police, Fire and Crime Commissioner, my ask of you will be to support the ongoing programme to achieve this.

My commitment to Northamptonshire and to Northamptonshire Police is clear. I have invested nearly 3 years into the force, helping it become the force that we now are; however, the job is far from done and I have much more to do to ensure that the foundations we have laid are built upon in order to improve the diverse mix of our workforce, to increase outcome rates (detections), to further reduce crime, particularly knife crime and sexual offences and to become a standard bearer for UK policing, one that supports the development of young people, one that protects the most vulnerable across the county and one which hits hard those who are intent in causing harm and misery in our communities.

The relationship and partnership with the Police, Fire and Crime Commissioner is crucial to the success of those aims.

As Chief Constable of Northamptonshire Police, I am incredibly proud of the progress the force has made through the course of the improvement programme I set in 2018.

I am committed to delivering against our force mission to **fight crime and protect people**, coupled with the force vision that **Northamptonshire Police will provide an outstanding policing service, putting the public first in all that we do, and in doing so will support stronger, safer and sustainable communities.**

This briefing pack has been put together to outline the journey the force has undertaken, its notable progress so far, and the current and future priorities of Northamptonshire Police.

Within this you will find a wealth of information, including a breakdown of the force's resources, budgets, performance, working practices, and the responsibilities of the PFCC.

It is an exciting time for public services in Northamptonshire, and I look forward to outlining my plans with you as part of this election process.



Chief Constable
Nick Adderley



Strategic Policing Requirement

The Strategic Policing Requirement (SPR) was issued in 2012 by the Home Secretary to set out the national threats and the appropriate national policing requirements required to counter those threats.

While many threats can be tackled by police forces in their own area, national threats such as terrorism, civil emergencies, serious and organised crime and public order, for example, require a coordinated response brought together from a number of forces and partners to ensure they are tackled effectively.

The SPR is structured in two parts that consider threats and response separately. There is an expectation that PCCs, PFCCs and Chief Constables plan and prepare together working collaboratively across force boundaries in support of national arrangements.

The current national threats within the SPR are;

- Terrorism
- Serious and organised crime
- A national cyber security incident
- Threats to public order or public safety that cannot be managed by a single force acting alone
- Civil emergencies that require an aggregated response across police force boundaries
- Child sexual abuse
- Child sexual exploitation

The policing response to these threats is described within the SPR as the 5 Cs:

- Capacity
- Contribution
- Capability
- Consistency
- Connectivity

The full SPR document can be viewed on the Government website:

[Strategic policing requirement - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/212222/strategic_policing_requirement.pdf)

HMICFRS PEEL Inspection

PEEL is an annual assessment of police forces in England and Wales. Forces are assessed on their effectiveness, efficiency and legitimacy by Her Majesties Inspectorates for Constabulary, Fire and Rescue.

In February 2019 Northamptonshire Police was informed by its inspectorates that it was going to be graded as inadequate for investigating crime.

The Chief Constable initiated a Service Improvement Plan outlining a wealth of change, which was required to create focus, stability and redesign the force's operating model and practices.

The force presented quarterly updates to HMICFRS and the Performance Oversight Group and since March 2019 the force has;

- **Supervision of investigations is consistently better in quality and frequency**
(28-day supervision rate increased to 67.4% in January 2021 (45% in June 2019) ^ 22.4%)
- **Crime recorded in 24 hours markedly improved at more stable rate**
(86.2% of crime recorded in 24 hours in January 2021 (73.7% in February 2019) ^ 12.5%)
- **Core CID (Criminal Investigation Dept) that are PIP2 qualified (Investigator of serious and complex crime) more than doubled in last 2 years**
(67% in January 2021 (24% in Jan 2019) ^ 43%)
- **Improved use of custody outcomes continues**
(Use of RUI in February 2021 is 18% lower than in August 2019 and 40% lower than June 2019)
- **Use of Bail in February 2021 is 33% higher than in November 2019**
- **Current live crimes with known suspect outstanding continues to reduce**
(17.9% in February 2021, (21% in November 2019, 25% in June 2019) reduction of 7.1%)
- **Jobs requiring specialist High Tech Crime Unit support awaiting review continue to fall long term**
(Reduction of 67%)
- **People wanted on Police National Computer (PNC) is at its lowest levels in February 2021**
(1 day faster than a year ago)
- **Overall satisfaction of victims is at its highest levels and high or improving across all victim groups**
- **Wait times for a scheduled appointment stable and short**
(Reduced from 8 days in June 2019 to consistently between 24 and 48 hours and regularly now offer same day appointments.)

A copy of the 2019 PEEL report, published later in September 2019, can be found here:

[Northamptonshire - PEEL Assessment 2018/19 - HMICFRS \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/northamptonshire-peel-assessment-2018-19-hmicfrs/)

The next section of the briefing is a full report outlining progress to the end of 2020 against the Service improvement Plan:

OFFICIAL



Northamptonshire Police Future Project 25

**Shaping Northamptonshire
Police, 2025 and beyond**



Introduction

The purpose of this report is to provide an update on the progress made by Northamptonshire Police's Service Improvement Programme, Future Project 25 (FP25).

Northamptonshire Police continues to make considerable progress against the cause of concern raised by the HMICFRS in 2019. The Force has delivered considerably against its 2019 Service Improvement Plan, presented to HMICFRS in March 2019.

This report will highlight the Forces approach, response and planned progress, highlighting any significant data of note and will also outline the next steps required for future improvement.

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Fighting Crime, Protecting People



**Northamptonshire
Police.**

Wootton Hall, Northampton,



www.northants.police.uk

Chief Constables Statement



Nick Adderley
Chief Constable

In the past eighteen months we 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 am proud to have witnessed and heard about so many extraordinary successes which have made me genuinely proud to lead this Force. I have made it clear to the workforce that I would be looking to address the challenges which Northamptonshire Police faced. Many of these challenges are acknowledged in this report. There is still some way to go and I don't shy away from that.

Through the Service Improvement Programme, we have made significant changes to our policing model to ensure we deliver a more effective service to our communities, achieved through collaboration with our key partners and stakeholders. Going into 2021, 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.

”

We have the courage to face the unknown and change course when the circumstances dictate. Flexibility is a strength and it is our strength too as individuals.

Vision & Values OFFICIAL

There are 42 other Police forces, but none has more heart. Northamptonshire Police punches above its weight, it is fast and fluid, dedicated and creative and more than anything it has stamina. It is a county force tackling metropolitan issues in an ever-complex environment.

Our vision

Northamptonshire Police will provide an outstanding policing service, putting the public first in all that we do, and in doing so will support stronger, safer and sustainable communities

Our mission

Fighting Crime,
Protecting People

Core Values

Everyone who works or volunteers for Northamptonshire Police is expected to live by the Force values of Public Service, Transparency, Impartiality and Integrity.



Integrity

- We behave professionally
- We do the right thing
- We uphold standards
- We are role models



Public Service

- We listen and engage
- We instill confidence
- We take responsibility
- We keep people safe



Impartiality

- We are objective and consistent
- We are without prejudice
- We act with fairness
- We make evidence-based decisions



Transparency

- We are honest and open
- We communicate clearly
- We build trust
- We are genuine and truthful

Service Improvement Timetable



Strength and growth come only through continuous effort and innovation.

In response to the findings of the HMICFRS PEEL inspection the Force established the Futures Project which is the brand used for the Service Improvement Plan now being implemented by Northamptonshire Police.

The plan is a four phase, force wide approach, being implemented at pace, including a major remodelling of the Force that will address the concerns of the Inspectorate.

Phase One – Focus, Visibility and Ownership

Phase Two – Creating Stability and Capacity

Phase Three – Shaping the Organisation

Phase Four – Future Vision

Our Journey

Jan 2019	HMICFRS conducted their annual PEEL Inspection into Northamptonshire Police.
Feb 2019	Hot debrief took place with Chief Officers to present the initial findings of the Inspection
Mar 2019	Creation of the Service Improvement Plan. Detailed the four phased approach to service improvement.
Mar 2019	Establishment of the Service Improvement Board. Designed to give clear direction, providing clarity, strategic leadership and holding directorate heads to account.
Mar 2019	Creation of the Futures Programme Team consisting of operational officers and project/analytical staff
Jul 2019	Implementation of the Initial Investigation Team
Oct 2019	Creation of the Business Assurance Team. Designed to support and deliver internal inspection activity
Oct 2019	Implementation of the Place Based Policing Model. Moving local policing to a geographic ownership model.
Dec 2019	Force Control Room review and recommendations undertaken.
Feb 2020	Commencement of the Crime & Justice Command review



Our Executive Team

A professional service needs a professional & innovative team.



Nick Adderley
Chief Constable

Portfolio:

Overall responsibility for leading the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.



Simon Nickless
Deputy Chief Constable

Portfolio:

Responsible for the implementation and delivery of the Force's Delivery Plan and the day to day running of the Force in line with the agreed direction and vision, to provide a professional, effective and efficient policing service.



Paul Bullen
Director of Transformation

Portfolio:

Serving as director of enabling services, including bringing police and fire together in areas such as HR, finance, estates and ISD as well as leading on the move in 2021 to a new enabling services hub at Darby Close, Wellingborough.



85%

Of staff agreed that the chief officer team are clear and consistent about Force priorities.
(68% in 2017)



79%

of staff agreed that the chief officer team are open and honest
(57% in 2017)



James Andronov
Assistant Chief Constable

Portfolio:
Leading on local policing responsible for several areas of business including operations, specialist ops, the FCR and Specials/Volunteers. He will also be the Force lead around knife crime



Simon Blatchly
Assistant Chief Constable

Portfolio:
Strategic ownership of crime and vulnerability, taking overall charge of Reactive Crime, Intelligence, Public Protection, SOC, CJ, EMSOU, CT and Early Intervention.



Pauline Sturman
Assistant Chief Constable

Portfolio:
Dedicated to leading performance improvements within our vulnerability agenda, addressed previously by HMICFRS. This is a vital role at the current time as we continue to address weaknesses identified by HMICFRS

Futures Project 25

Northamptonshire Police's Service Improvement Programme



Service Improvement Work

In response to the findings of the HMICFRS PEEL Inspection the Force established the Futures Project which is the brand name for the Service Improvement Programme now being implemented by Northamptonshire Police. The plan is a four phase, force wide approach, being implemented at pace, including a major remodelling of the Force to address the concerns of the Inspectorate.

Each of the recommendations associated to the Cause of Concern and Areas for Improvement (AFI's) have been allocated to a Senior Responsible Officer (SRO) in the Executive Team, relevant to their portfolio. A department business lead has also been allocated to deliver the improvements required. All the AFI's have a current action plan and the progress of action plans are monitored by the Business Assurance Team. The Business Assurance Team are also prioritising audit work in relation to the recommendations which relate to the Cause of Concern to provide reassurance to the Chief Constable that improvements are being realised.



Design Principles

- Clear accountability and ownership
- Resolve at the first point of contact
- Least number of handovers / processes
- Reduce demand failure
- Flexible – Ability to flex resource to demand
- Promote collaborative team working

80%



Of staff agreed the Force is going in the right direction, compared to **43%** in 2017.

Project Overview

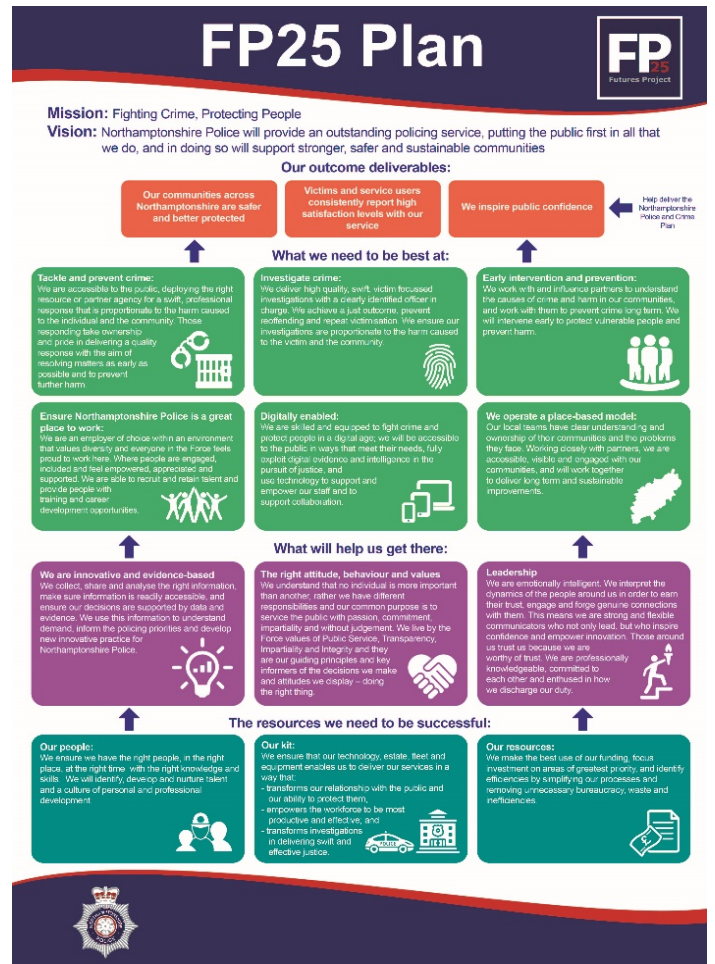
The project continues to support the Chief Constables overall ambition, namely, to deliver a policing service we can all be proud of.

Initial focus was placed upon providing focus, visibility and ownership before then creating stability and capacity within the Force, shaping the organisation by moving from a thematic to a geographic model, creating more accountability and ownership for service delivery at a local level.

Achievements

Since the programme’s inception in early 2019, it has strived to drive through improvements at pace. These improvements include:

- ➔ Delivery of a new Proportionate Investigation Policy
- ➔ The establishment of the ‘desk based’ Initial Investigation Team (IIT) to better manage demand
- ➔ Improvements in 24hr crime recording compliance
- ➔ The introduction of the Place Based Policing Model to improve ownership and accountability
- ➔ Implementation of two talk groups for more effective communication
- ➔ The establishment of Custody PACE (Police and Criminal Evidence Act) Inspectors to
- ➔ Increasing Area Response Teams by 10 Sergeants and 85 Police Constables
- ➔ Implementation of local Child & Adult Protection Teams
- ➔ Creation of the Prevention & Intervention Department



Benefits

Benefit realisation is key to the programme’s success. Allowing the team to fully understand in the changes made have real world benefits.



Effective Investigation



HMICFRS Recommendations

The HMICFRS PEEL report laid out the following recommendations in relation to improving the effectiveness of our investigations:

- ➔ Make sure senior officers clearly and effectively oversee crime investigations and standards.
- ➔ Make sure it uses bail and 'released under investigation' correctly to keep the public safe
- ➔ Make sure all crimes are allocated quickly to investigators with the appropriate skills, accreditation and support. They will then be able to investigate them to a good standard, on time;
- ➔ Make sure it can retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to avoid delaying investigations;
- ➔ Make sure it is fully compliant with the COP for Victims of Crime
- ➔ Make sure that people listed as 'wanted' on the Police National Computer are quickly located and arrested.

The following pages detail the initiatives Northamptonshire Police has taken to implement these recommendations.

LPA Senior Manager Review (LSMR) and Senior Detective Review (SDR)

At the beginning of each month, Corporate Services supply a cross reference of random cases reported in the previous month. The cases are selected from Response, Neighbourhood and Initial Investigation Team officers, therefore ALL PIP1 crimes. In the case of the Senior Detective Reviews, PIP 2 investigations are also included.

The list of crimes is sent to the Head of Crime who administers the process and they are allocated to 25 Local Policing Area (LPA) Supervisors and 16 Senior Detectives to conduct the reviews. This results in over 200 reviews each month being completed.

The reviews are conducted using Niche and a template has developed over several months to record the findings. On every case the reviewing officer will place an entry on the OEL on Niche. In any cases where a reviewing officer identifies deficiencies, they will provide more detail about where the investigation could be improved.

The results of the reviews are discussed and the Improving Investigations meeting which feeds into the Service Improvement Board.

The completed templates and reports are then stored on the Force SharePoint site for Corporate Memory. Approximately 900 senior manager reviews have been completed so far in 2020.

Professionalising Investigation Programme (PIP)

A holistic review structure has been created that covers all investigation types, from PIP3 downwards

PIP 3

The Northants Review Panel chaired by DCS for Crime and Justice reviews all undetected Homicide and Stranger Rape cases. Attendees include Major Crime SIOs, Force Senior Detectives and the Regional Review Team.

PIP 2

Established Serious Crime Review (SCR) Policy, which governs the way in which PIP2 crimes are managed. In addition, a six weekly Crime Command Ops meeting is in place, which reviews lines of enquiry, staffing and progress of the highest risk crimes.

PIP 1

In order to provide Senior Officer scrutiny, the LPA Senior Manager Review (LSMR) and Senior Detective Review (SDR) have been implemented as detailed above.

Overview

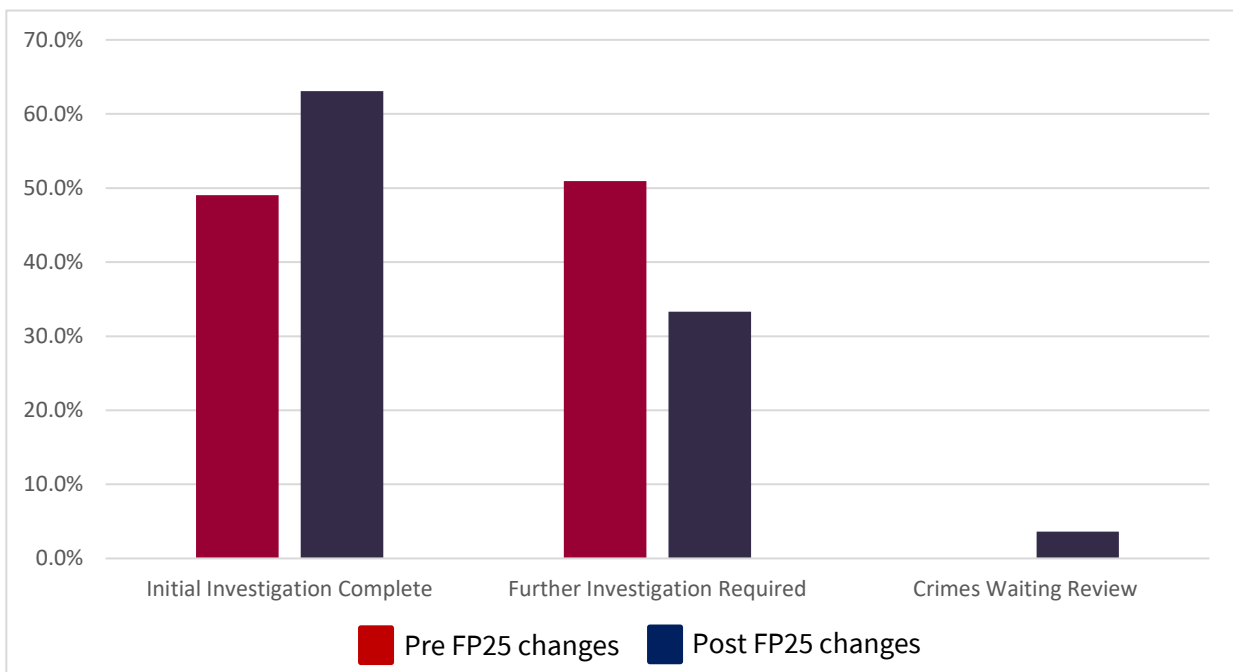
Improving Force Policies

Proportionate Investigation Policy & Crime Allocation Policy

The aim of the Proportionate Investigations Policy is to provide clear and consistent guidance to Northamptonshire Police officers and staff in relation to the extent to which a crime should be investigated to ensure consistency across the organisation.

The Crime Allocation Policy details a method whereby all recorded crime is assessed in order to decide whether any further investigation is appropriate, and if so then by whom. It is the responsibility of all investigators and ultimately their supervisors to determine the most appropriate team or department to allocate the investigation to (or indeed to retain the investigation).

The introduction of the policies has seen a reduction in the number of crimes sent for further investigation beyond the initial investigation completed by an officer.



Overview

Initial Investigation Team

Background

Prior to the implementation of the Initial Investigating Team there was The Managed Appointment Unit (MAU). Although both these units fundamentally performed a similar role the methods were vastly different. The MAU required most victims to come to see an officer at a police station. This was inefficient as over 15% of appointments were missed with the public failing to turn up. This contributed to longer wait times, with the average wait time for an appointment of 8 days.

Solution

The IIT comprises of one Inspector, seven Sergeants and three teams of Constables, and is staffed 12 hours a day (8am to 8pm), seven days a week. The team is based at one location and deals with the high-volume low risk crimes reported to police. The intention was to take the volume away from the frontline as well as providing an improved service to the public. The aim is for as many crimes as possible to be dealt with by the IIT, so frontline officers can focus on dealing with high risk, priority crimes and supporting vulnerable victims.

IIT Structure


1 Detective Inspector
7 Sergeants
34 Constables




Benefits to the Public

94% 
fewer crimes awaiting
allocation to an officer for
investigation

82% 
of surveyed victims were
satisfied with the ease of
contact with the IIT


64%
Increase
in the number of
appointments, the IIT
offers as opposed to the
previous MAU.


57%
of IIT appointments
have taken place
within 24hrs of the
victim making
contact
(98.6% within 4 days)

Identified Risk Unallocated Crimes

Background

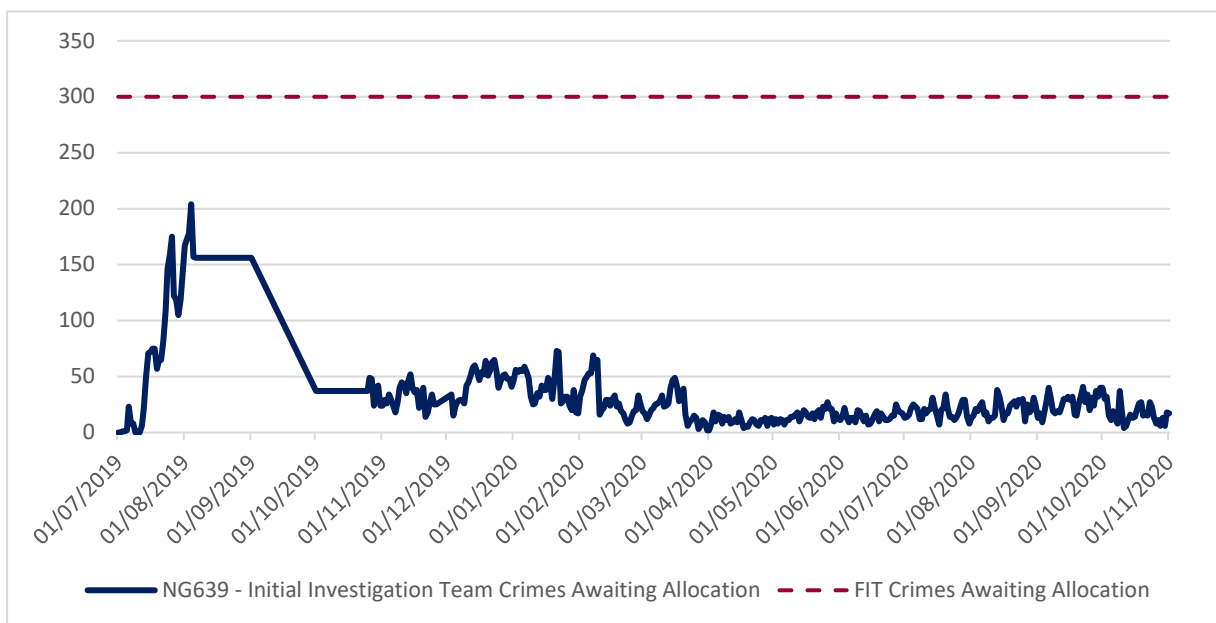
A previous HMICFRS inspection found that the Force Investigation Team (FIT) had a backlog of unallocated crimes of on average of 300, sometimes in excess of 700. The FIT created silo working which lead to a culture of handing over crimes. This resulted in several risks, due to the lack of ownership investigative standards dropped, victims were not regularly updated, and investigations were not concluded in a timely manner.

Solution

One of the FP25 design principles is increased ownership and accountability. To that end the Force undertook several steps to resolve the issue of unallocated crimes. The Force Investigation Team was dismantled, and the Initial Investigation Team created to investigate low risk high volume crime from a desk-based setting. The IIT now conducts appointments with victims virtually and over the telephone and retains investigation where they can be easily resolved.

Results

Since the Initial Investigation Team commenced in July 2019 other than the initial demand spike associated to embedding processes, we have seen consistently low numbers of crimes waiting to be allocated as shown below.



Identified Risk

Code of Practice for Victims of Crime Compliance

Background

The overarching Cause of Concern (CoC) from the 2019 PEEL Report identified Investigating Crime as a specific area of concern. One of the sub-sections within this recommendation was for the Force to 'Make sure it is fully compliant with the Code of Practice for Victims of Crime'.

A Working Group was formed to improve performance in this area. To test our progress, the Business Assurance Team (BAT) has undertaken assurance activity on this sub-section by reviewing 100 crime investigations recorded in August 2020 as follows:

Methodology

BAT reviewed five high level areas of interest:

1. Has there been a victim update within 7 days of allocation to an OIC (Officer in Case)?
2. Has there been an update in the past 7 days?
3. Where the last victim update was within the past 7 days, was a designated V-Cop template used for that update?
4. Was a designated V-Cop template used at any stage of the investigation when updating the victim?
5. Have we met the minimum requirements of a victim update at least every 28 days?

Results



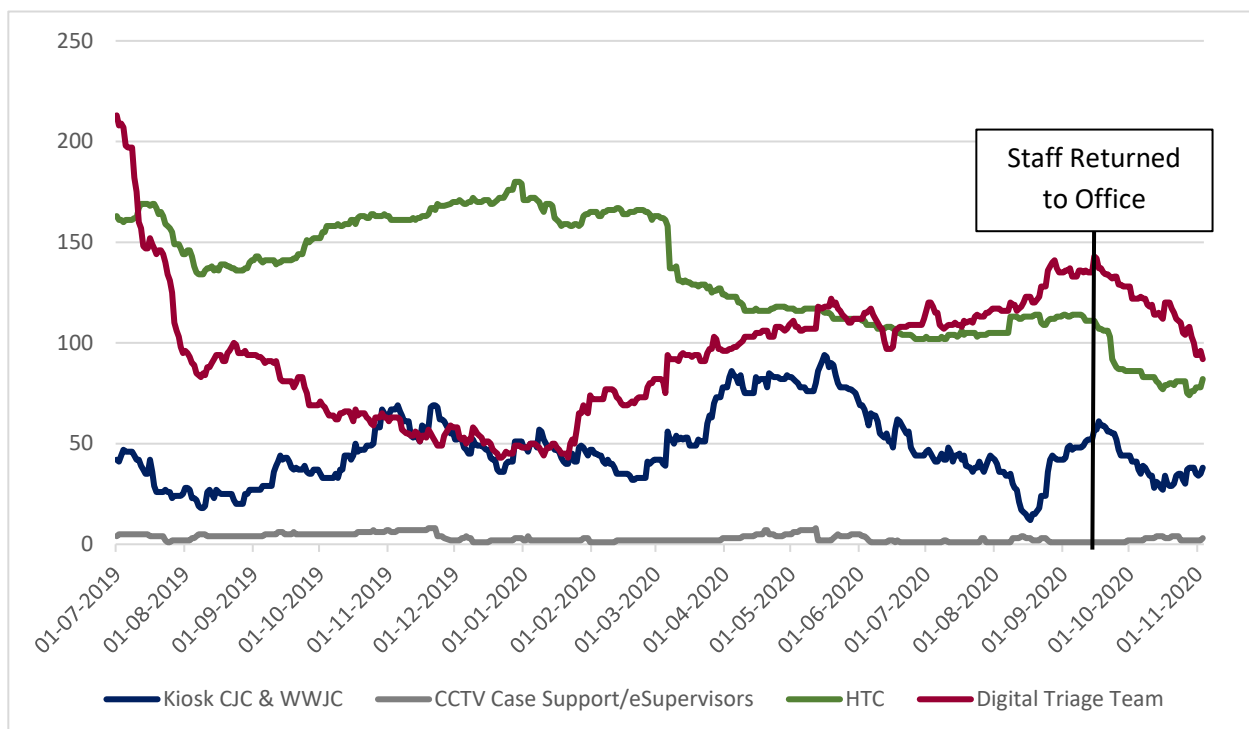
Overview

High Tech Crime Unit (HTCU)

Demand in the Hi Tec Crime Unit (HTCU) has been steadily increasing over recent years mainly due to advances in the digital environment. The Force has done considerable work to understand and manage this demand and is now able to categorise the work in to 4 work streams. The below chart show that the most serious HTC work stream had been reducing steadily throughout the year. However, there has been increases in the Digital Triage Team and more recently the Kiosk queue at (Criminal Justice Centre) CJC & (Wakerley Woods Justice Centre) WWJC. The increased demand in these areas is partly attributed to the improved efficiency and timeliness of investigations increasing the number of submissions.

To address the increase, the number of self-service viewing suits has increased from 2 to 8. Additionally, the number of competent users trained to use the system is currently only 14, training is scheduled for this to increase to 28. There is more joint working with POLIT as 80%-90% of the workload managed by HTCU comes from them. The Proportionality Policy is being applied to the backlog of work as there are a number of requests for devices to be examined which when reviewed would not further the investigation.

Finally, there has been investment in “GrayKey” software to allow work which is currently outsourced to Leicestershire Police to be completed in Force. This has realised both a timeliness and financial efficiency.



Improving Detective Capabilities

HMICFRS stated that the Force did not have enough trained investigators & crimes were being allocated to staff who did not have the relevant skills or appropriate training.



02

Accelerated Detective Pathway

Crime is changing. To adapt, we are also changing how we recruit. Whilst many people will join the Force in uniform policing through our regular recruitment routes, The Force now offers the opportunity for people to come into a detective trainee role.

01

Increase in Qualified Detectives

75% Of CID officers are trained to PIP2 detective level. There is a further 8.4% currently completing their portfolio to become qualified. This is coupled with an uplift in the detective establishment from 101 to 120 Detective Constables.

THIS COULD BE YOUR FIRST MAJOR BREAKTHROUGH.

UNCOVER YOUR SKILLS AS A DETECTIVE WITH NORTHAMPTONSHIRE POLICE

STARTING SALARY: £24,177

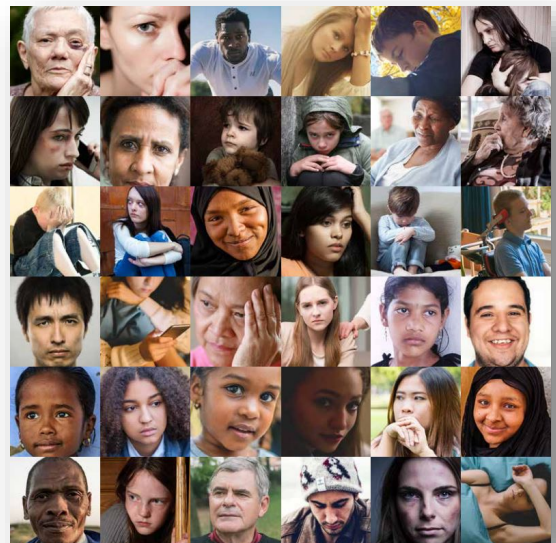
Protecting Vulnerable People



HMICFRS Recommendations

In the PEEL report HMICFRS laid out the following recommendations in relation to improving our approach to protecting vulnerable people:

- ➔ Improve call response and initial investigation for all vulnerable victims.
- ➔ Improve its response to missing and absent children by categorising information correctly, and regularly and actively supervise missing person investigations to properly safeguard victims.
- ➔ Analyse information held on systems to better understand the nature and scale of vulnerability. It should then act on its findings relating to missing people, domestic abuse, human trafficking, modern slavery and child sexual exploitation.



The following pages detail the initiatives Northamptonshire Police has taken to implement these recommendations.



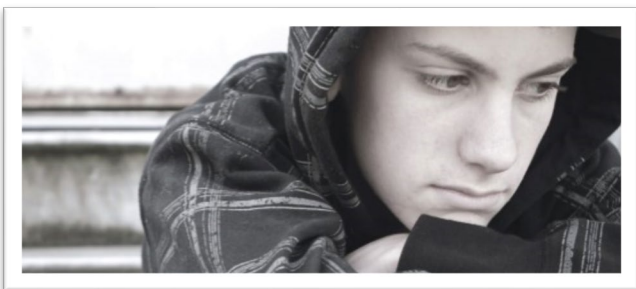
Officer Guide to Vulnerability

Vulnerability remains a priority for Northamptonshire Police. We are proud of what you do to make people safe. The guide ensures that officers are as well-equipped as they can be to make a positive difference in the lives of the public they serve.

Operation Marvel

In addressing concerns around the workforce's understanding of vulnerability, an internal communications plan was developed to change behaviours.

Op Marvel promotes the message that all officers need to be professionally curious at all times and a culture is developed where the voice of the vulnerable is always heard.



The Business Assurance Team conducted a Child Misper Review.

In relation to the active supervision of missing person investigations we have seen improvements in all areas. Over **80%** of duty Inspector reviews are complete compared to **under 50%** six months ago.


Overview

Place Based Public Protection Teams

Officers and staff within Public Protection work hard to protect the most vulnerable people in the county. With the impending move to two unitary authorities and the success of the new Local Policing Model, Public Protection will move towards an LPA split at Detective Chief Inspector level, replicating the Local Policing, CID and Intelligence structure.

This model creates local delivery and accountability but maintains the rigour and flexibility that central ownership and coordination provides. A new shift pattern is planned to bring Public Protection in line with other geographically based detective functions i.e. CID. This will ensure they can work seamlessly alongside each other and provide resilience during peaks in demand.

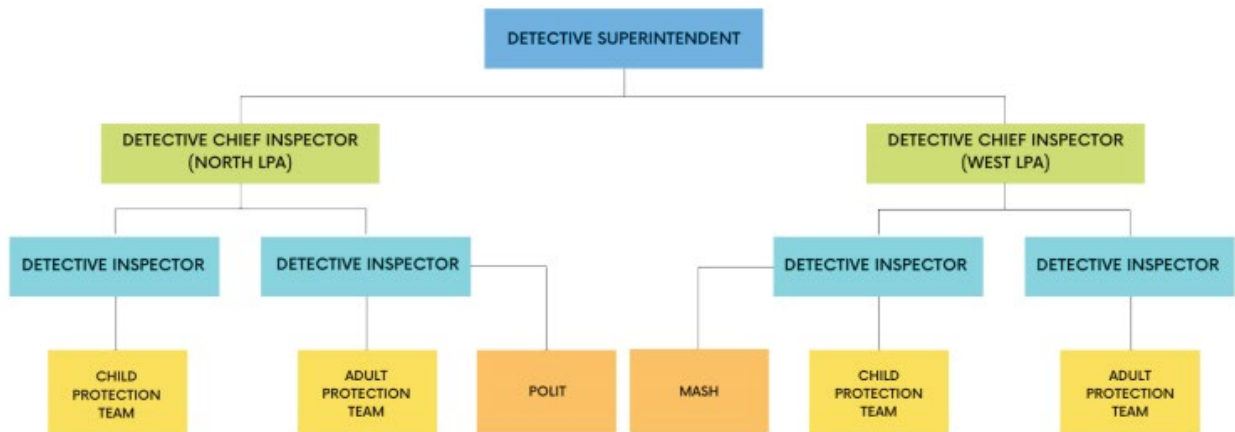
One of the aims of the restructure is to focus the department on investigating the most serious offences and protecting vulnerable victims. There will be two Detective Inspectors on each LPA who will lead the Child Protection Team and the Adult Protection Team.



98%

Of crimes reviewed by senior detectives identify correctly documented safeguarding risks

New Structure



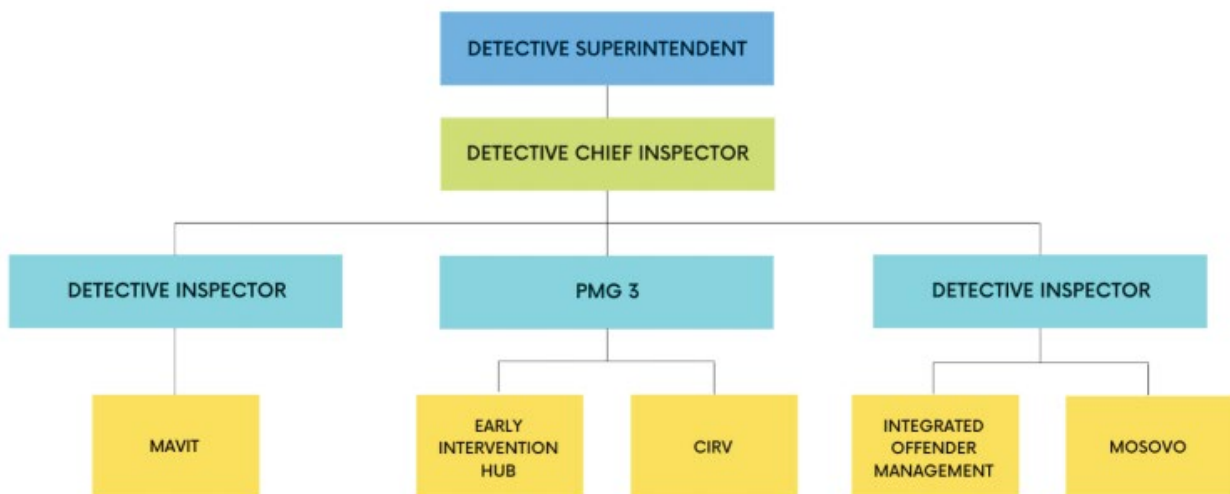
The countywide team of POLIT (Police Online Investigation Team) and MASH (Multi Agency Safeguarding Hub) will be line managed by the North APT Inspector and the West CPT (Child Protection Team) Inspector respectively. The Missing Persons Unit and the RISE team (Reducing Incidents of Sexual Exploitation) will merge to form the Missing and Vulnerability Identification Team (MAVIT) and will move to the Prevention and Intervention Department. The local Child Protection Teams will then develop the PIP2 Child Sexual Exploitation (CSE) investigations, leaving Public Protection to focus on the protection and investigation of the vulnerable and MAVIT to concentrate on providing intervention and support. MOSOVO will also move to Prevention and Intervention to work alongside other offender management departments that prevent further offending.

Overview

Prevention & Intervention Department

The Prevention and Intervention Department will work across the organisation to lead on partnership working across adult safeguarding and early intervention as well as offender management.

A new Integrated Offender Management Team (IOM) will provide a fully joined up offender management function that manages the most prolific, repeat offenders as well as the high-risk sex and violent offenders currently managed under MOSOVO. This will bring all aspects of offender management into one department, creating a single team aimed at reducing violence and reoffending, allowing for greater efficiencies and a joined-up approach. The team will work with colleagues who have responsibility for early intervention programs such as Troubled Families, ACEs and Vulnerable Localities. Bringing the Missing and Vulnerability Identification Team (MAVIT) into Prevention and Intervention will help refocus on prevention and intervention work with vulnerable people.



MAVIT will work with partner agencies to support and divert children identified as being at risk of exploitation; however, they will not manage the investigation of any offences. All PIP2 investigations will be carried out by the LPA Child Protection Team, creating an investigation sterile corridor and allowing MAVIT officers to develop and maintain long term strategies to provide ongoing support to those at risk.

Managing Demand



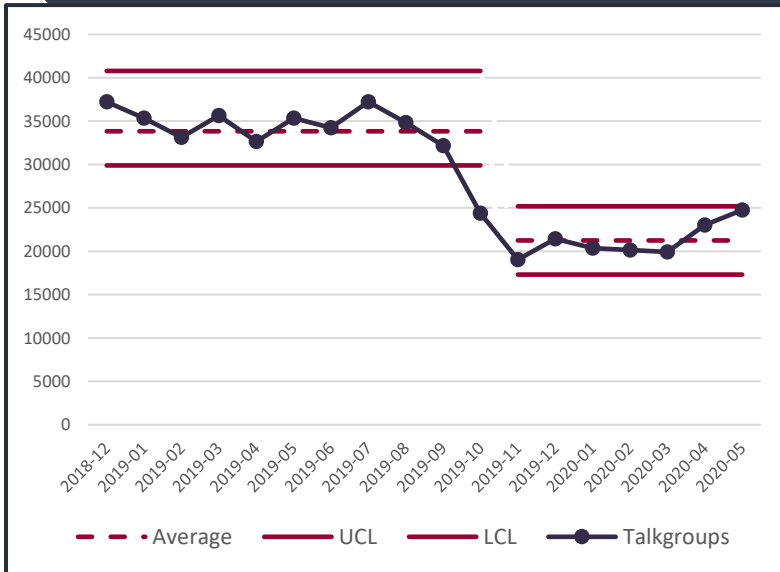
HMICFRS Recommendations

In the PEEL report HMICFRS laid out the following recommendations in relation to developing plans to address capacity, capability and efficiency to ensure we can meet demand:

- ➔ Change its operating model to remove inefficient practices
- ➔ Reorganise the workforce to make sure officers have the skills needed to meet demand
- ➔ Create a central record of the skills available within the existing workforce
- ➔ Carry out a thorough assessment of current and future demand, covering all elements of policing

The following pages detail the initiatives Northamptonshire Police has taken to implement these recommendations.

Process Improvements



Two Talk Group Model

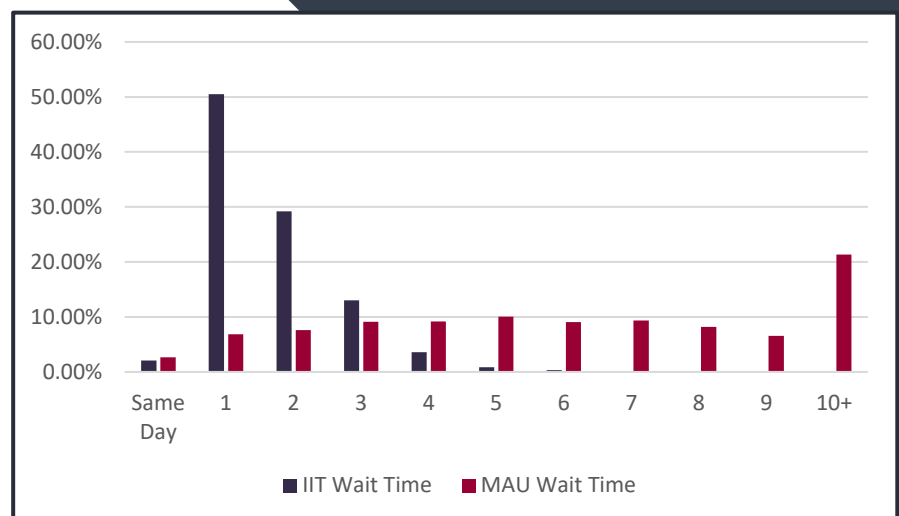
The implementation of two talk groups was designed to support the introduction of two local policing areas. It allows the control room to more effectively manage the available resources.

Changes from four to two talk groups required more efficient use to ensure officer safety so that demand didn't outstrip capacity.

There has been a **38.9%** reduction in the minutes used.

Appointment Wait Times

Our appointment wait times are consistently short and with 12 months of data, 57% of all IIT appointments have taken place within 1 day. 98.6% of IIT appointments have taken place within 4 days. Many outside this time are at the request of the victim.



*MAU Previous model

Overview

Place Based Policing Model

Background

This introduced the Local Policing Command, with two Local Policing Areas (LPA), a local CID responsible for crime investigation on their respective areas, local tasking and an area intelligence footprint. The aim was to move away from an inefficient functional model to a local policing approach with local ownership and accountability. Response took back responsibility for low-level investigations and prisoner handling, giving officers the chance to see a job through from start to finish, preventing deskilling and reducing unnecessary handover of work.



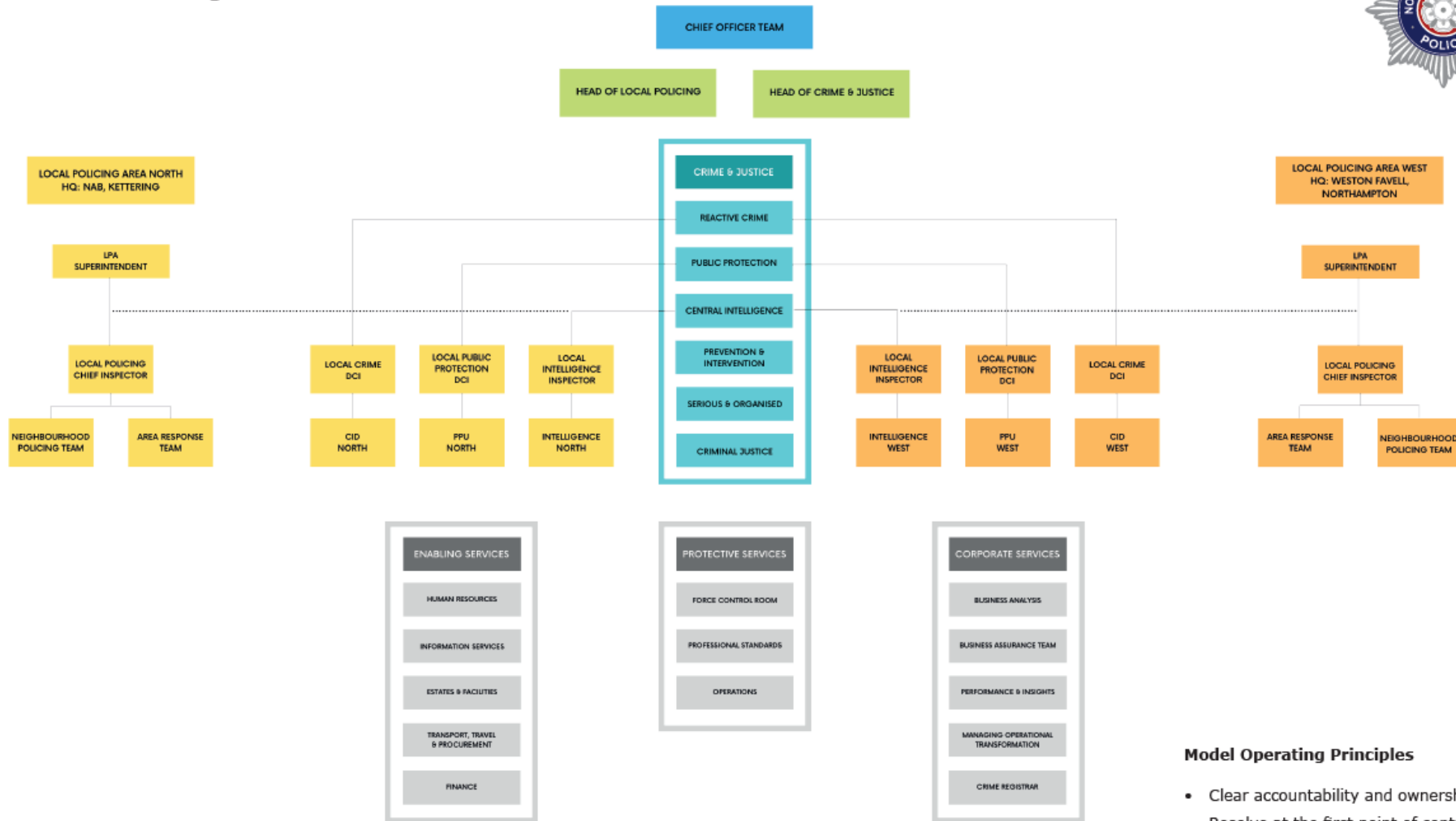
In addition, our regional specialist policing functions – firearms, dogs and roads policing – were brought back under local control to form the Central Operations function. The Crime and Justice Command (CJ Command) remained centralised under the new model and comprised Crime – including continued oversight of local CID – Intelligence, Public Protection and Justice.

We saw a restructure of the Force Intelligence Bureau to a local intelligence model, designed to support the LPAs with area-based intelligence teams focused on developing intelligence to deal with local issues, building important links with the community and helping to prevent issues becoming bigger and more serious. We've come a long way over the past 18 months and can be proud of the improvements we have made.

The continued determination and hard work of all officers and staff will ensure we continue fighting crime and protecting people and achieve our aim to deliver an outstanding policing service.

Northamptonshire Police

Place Based Policing Model



Model Operating Principles

- Clear accountability and ownership
- Resolve at the first point of contact
- Least number of handovers/processes
- Reduce demand failure
- Ability to flex resource to demand



Northamptonshire Police

Fighting crime, protecting people

Overview

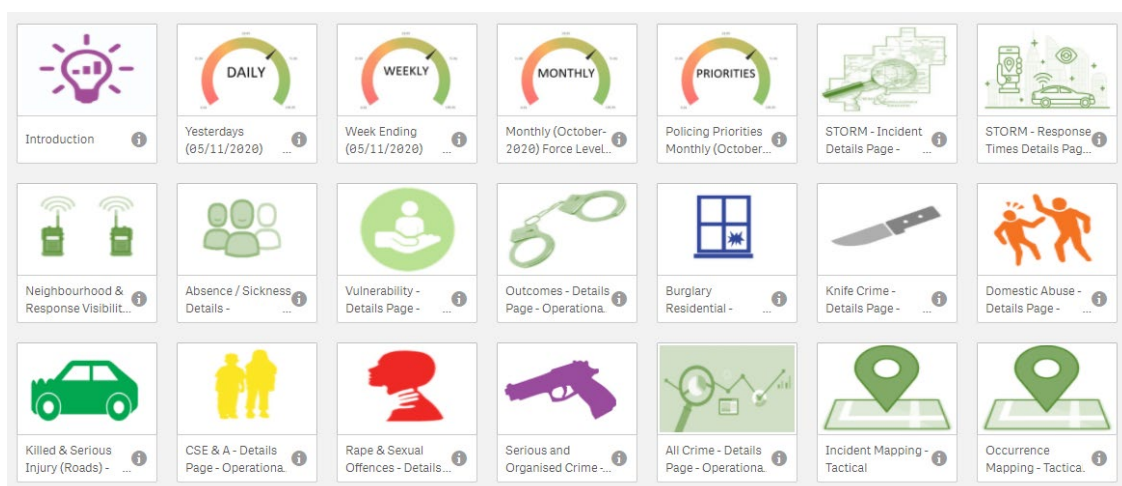


Force Focus Application

A Qlik app which brings together the data from multiple systems, including Niche, Oracle, DMS and Pronto is now available. Bringing data from multiple systems together makes the data you need easily accessible and in one place. Force Focus connects previously unconnected platforms together, making it easier to search and explore the data we hold, extracting the information you need to analyse.

Data on information such as incident levels, response times, neighbourhood visibility, outcomes/ resolutions, vulnerability and absence is available on Force Focus. As well as these key areas of business, the app includes statistics on the Force strategic priorities of serious and organised crime, child abuse and exploitation, domestic abuse, preventing/reducing road fatalities and serious injuries, burglary, knife crime, rape and sexual violence. It is important everyone in Force is aware of how the organisation is performing and this new app will provide all the information needed at the click of a button.

The Force Focus app is the brainchild of Chief Constable Nick Adderley. He said: “In the spring, I was given a presentation about Qlik, which has been in use across the Force since the end of last year. “As I sat through the presentation a number of things became startlingly obvious, that Qlik is not used enough but also it has a huge potential in helping everyone in Force to do their jobs. “I challenged the development team to come up with the Qlik app and I’m thrilled with the result and truly believe it has something to offer for each and every one of you.”



Overview

Business Assurance Team

Background

Feedback from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRIS) following the 2019 PEEL Inspection highlighted the need to increase the Force's internal assurance capability and capacity.

As a result, the Business Assurance Team (BAT) was introduced in Q2 2019 as a key part of the Force's ambition to improve its performance and the level of service it offers to the public of Northamptonshire.

Based within the Corporate Services Department, the overall purpose of the BAT is to undertake independent and impartial reviews/quality assessments of the Cause of Concern (CoC) and Areas for Improvement (AFIs) received from HMICFRS in the PEEL report published in September 2019. By supporting and delivering internal inspection activity, the BAT plays a key role in helping the Force improve its effectiveness, efficiency and legitimacy.

As well as undertaking review activity linked directly to the Force CoC/AFI's, the BAT also undertakes ad-hoc reviews across the Force to provide assurance on any potential emerging issues or perceived risks. They also support the Force in the setting up and ongoing completion of localised internal assurance activity.

A key element to make sure the BAT activity is effective is to work collaboratively with business leads ahead of any assurance activity to ensure the work undertaken is relevant, accurate and meaningful. Once BAT activity is completed, findings will be fed back to the relevant business lead and raised at the monthly SIB (Service Improvement Board) meetings where any resulting themes and actions will be allocated to strategic owners.

Activity to date

Since its inception, the BAT have undertaken review activity in a number of key areas linked to the 2019 PEEL report including the quality of officer investigations, adherence to V-Cop, the correct use of Outcome 16, Child MISPERs, the correct use of Bail and RUI, Vulnerability, and the issuing of DVPN's/DVPO's. (Domestic Violence Protection Notices/Orders)

The team have also played a key role in the setting up of ongoing localised assurance activity – this includes the implementation of monthly Senior Detective Reviews, monthly Local Senior Manager reviews and Child Misper reviews. One of the key enhancements made by the BAT in 2020 has been the introduction of a universal Excel based template for all CoC/AFI action plans and the introduction of a central SharePoint site to house all Force assurance activity. This allows all designated plan owners to take ownership of their plans, update them regularly, track progress towards completion and save down supporting evidence to support this activity.

Next steps

With this new approach now fully embedded, the next steps for BAT is the continuation of the testing of each of the low-level plans with the short to midterm focus on quality of investigation and vulnerability.

Overview

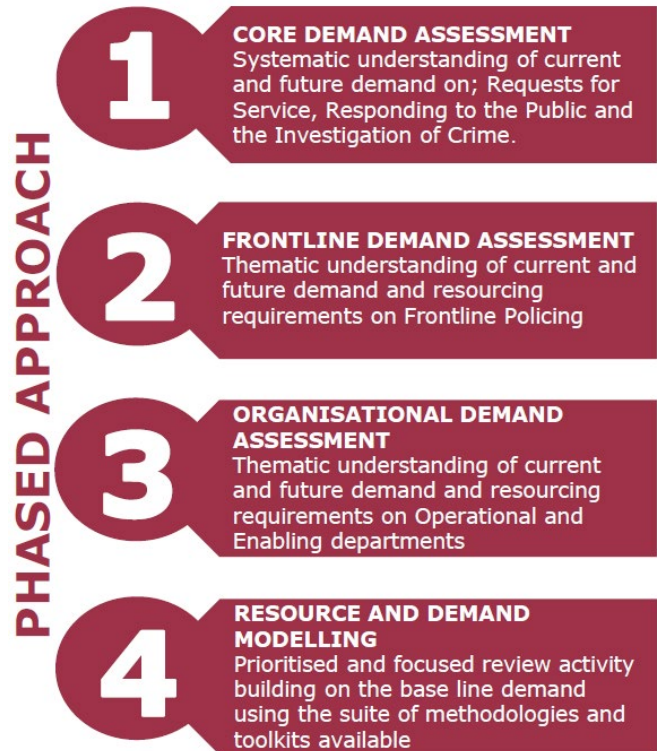
Comprehensive Demand Assessment

Background

In 2019 a Demand, Forecasting, and Resource Modelling Profile was compiled pulling together demand data from a variety of sources spanning the breadth of the organisation. This assessment sought to outline expectations of the resourcing requirement to meet the anticipated demands up to 2023 and employed the same forecasting methods as used for the Force Management Statement (FMS) and other future facing analyses, combined with knowledge of business processes, systems, and the existing operating model.

Building the demand assessment was undertaken over 4 phases (*detailed right*).

This report presents findings of review work undertaken during October 2020 to ascertain whether the forecasts presented in the demand assessment have played out during the ensuing 12 months. To enable a timely update, the review is focused on the key elements of core demand as outlined through phase



Methodological considerations

The MS Excel auto-forecasting method has been used across both Business Analysis and Performance Analysis disciplines, informing forecasts for the Demand Assessment, FMS, and strategic planning. During the summer of 2020 Performance & Insight reviewed their forecasts used for FMS. As such, forecasts across the disciplines are aligned, and discussions around the methodological benefits and challenges continue.

The Demand Assessment converted volumetric demand into time demand using knowledge of existing job descriptions and posts, and modelling of systems and processes. This enables a mature consideration of capacity to manage demand.

Since that time new teams have been embedded to help deal with demand differently (TRT, IIT), and technologies are being rolled out which have potential to streamline existing processes (DEMS, MS Teams, Adobe Sign). Most significantly, the coronavirus pandemic has brought significant changes to how the organisation works (many people working from home, changes in demand arising from new legislation and shifts in public expectations, remote statement taking).

Modelling such fundamental but far reaching, and potentially transformational, level of change is beyond the capacity allowance for an interim review of forecasts but does form part of the overall FP25 vision to be innovative and evidence based and making best use of resources to continually improve service delivery.

The exceptional circumstances that the Coronavirus pandemic has brought, where some areas of demand have seen significant change, is acknowledged. Whilst the country remains in the midst of the pandemic, and demand is yet to stabilise into a new norm, no updates to forecasts have at this time been undertaken.

Business Analysis Approach

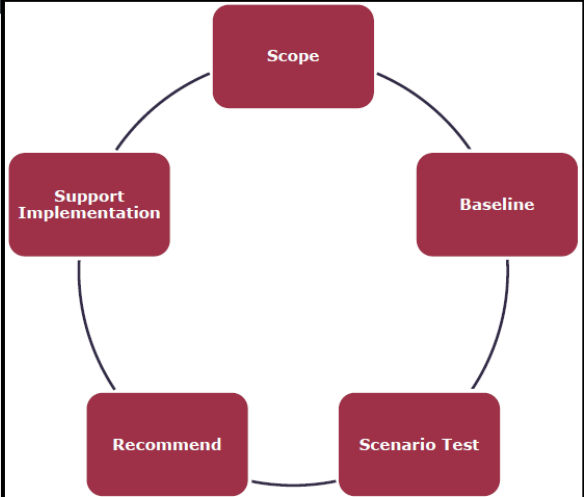
Background

Northamptonshire have developed a unique and tailored approach to understanding demand across the organisation. This offers the Force a systematic and scientific way of aligning resources and informing the budget setting process to ensure a sustainable service to the public.

There are five key stages in the analytical approach. The level of analysis ranges from two-week sprints to an in-depth detailed review

Scope

Through understanding the Force’s strategy, priorities and risks, analysis is commissioned to support the organisation with a defined purpose and structure.



Baseline and Diagnosis

This will build up an AS IS understanding of demand from system data capture, process discovery information, engagement activities, observational study and operational experience. This will overlay other key information points such as; benchmarking, changes on the horizon (for example process or policy changes), failure demand, opportunities for process improvements and future demand forecasts.

Scenario model, evaluate and optimise

This will analyse a range of TO BE options taking into account the findings from the baseline and diagnosis. For example; changes in organisation structures, people, resources or service levels

Report and recommend

Working alongside business leads, evidence-based options are provided which enable the force to make informed decisions about how to best maximise performance and/or make savings.

Support implementation

Keeping the change on track, monitor benefits/dis-benefits, respond to real world change and set up continued analysis reporting

Future Growth Strategy



The Force is undergoing significant change as we work hard to become more effective, improve the way we investigate crime and deliver a better service to victims and the communities we serve.

We want to create a culture where we work together as one team, take ownership and responsibility, maximise our effort and have the flexibility to achieve greater efficiency and effectiveness. We will promote the value of continual professional development and ensure performance development review (PDR) objectives contribute to our FP25 Plan.

We want to be able to attract and retain the very best people. We must increase our workforce capacity and capability by investing in and developing a professional, engaged and committed workforce, that is supported and well cared for. We will work together to deliver our vision and priorities, to improve the quality of life for people living and working in Northamptonshire.

Strategy for future

”

Northamptonshire Police recognises that our people are our most valuable asset. It is crucial we invest in, develop and support our officers and staff to enable them to give their best and help us become the high performing Force we aspire to be.

Nick Adderley
Chief Constable
Northamptonshire Police



2020

1294

Police Officers



2021

1367

Police Officers



2023

1500

Police Officers



NORTHAMPTONSHIRE
A GREAT PLACE TO WORK
A GREAT PLACE TO POLICE
YOU HAVE WHAT IT TAKES
YOU HAVE THE SKILL
JOIN IN THE RECRUITMENT
YOU FIT THE BILL

RECRUITING NOW

APPLY ONLINE NOW AT:
www.northants.police.uk/careers

#FITTHEBILL

Investing in the future



01

Police Interceptor Team

The launch of the Police Interceptors is part of a wider strategy to strength crime fighting and links several initiatives, including the £1.3 million investment to add around 100 new cameras to the ANPR network across the county.

02

Taser Deployment Strategy

Northamptonshire Police will be one of the first police forces in the country to arm all its front-line officers with Tasers. The move will give 300 extra officers the option to be trained and equipped with Tasers. Training will cost the Force around £600 per officer and while the cost is not insignificant, when compared to the level of injury and days lost due to sickness.





03

Drone Technology

Officers working on response teams have been trained as drone pilots and two new drones and associated equipment have been purchased to give the Force a 24/7 drone capacity. The drones will be carried in the back of patrol cars and will be available to response teams across the county

04

Superintendent Uplift

Uplift in the number of Superintendents within Northamptonshire Police allows greater resilience of leadership across the Force, enabling us to deliver at pace. The Chief Constable has set a clear ambitious for Northamptonshire Police to be rated “Outstanding” and these new leaders will help Northamptonshire Police achieve this.





05

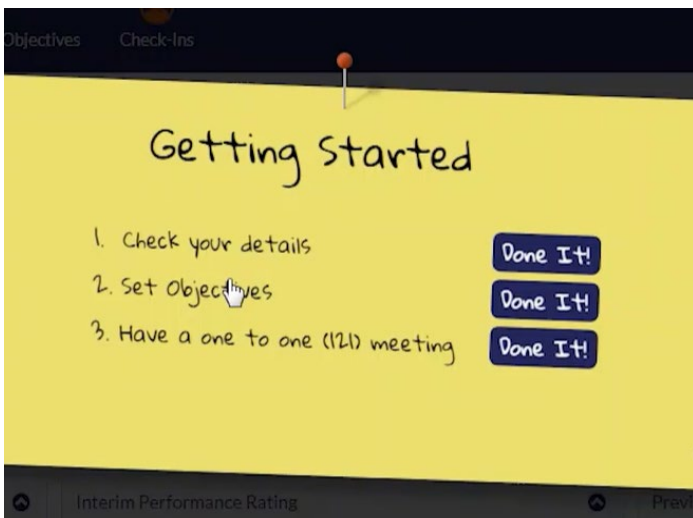
Five additional dog handlers

The investment into the section is already producing significant results for our communities. A number of further handlers and general-purpose dogs will be joining the section in coming months. The specialist policing service provided by our Dog Section is second to none and are relentless in their pursuits.

06

New training and development centre

The new facility is an important investment for policing in the County and will add much needed capacity that will support the Force's drive to recruit hundreds more police officers. It replaces two small modular buildings at Wootton Hall that were earmarked for replacement more than 10 years ago. Home to a suite of training rooms, three core and two crime classrooms, two interview rooms, two monitoring rooms, two IT classrooms and office space for the training team.



07

New & Improved PDR System

The new system is very user friendly and easy to navigate. It's simple to add either a performance or development objective, and both team member and supervisor can quickly and easily add comments and record one-to-one meeting conversations (called 'Check-ins'). Objectives have been aligned to the FP25 plan to provide clarity for officers and staff.

What's Next?



Criminal Justice Departmental Review

In 2020, the Justice Department was brought back into force and it was decided to begin a review of their structure and their operating practice to ensure it was as effective as possible.

Neighbourhood Policing Team Review

Neighbourhood Policing is crucial to the success of the Force and must be developed in such a way that it provides that visible and accessible face of policing whilst at the same time spearheading the activity, problem solving and proactive policing element thereby creating trust and opportunity.





We are proud to serve the Public

”

I am very pleased to see the rise in satisfaction rates – it’s important that we continue to focus on the victim throughout the criminal justice process and put them at the heart of all that we do.

Stephen Mold
Police, Fire and Crime Commissioner



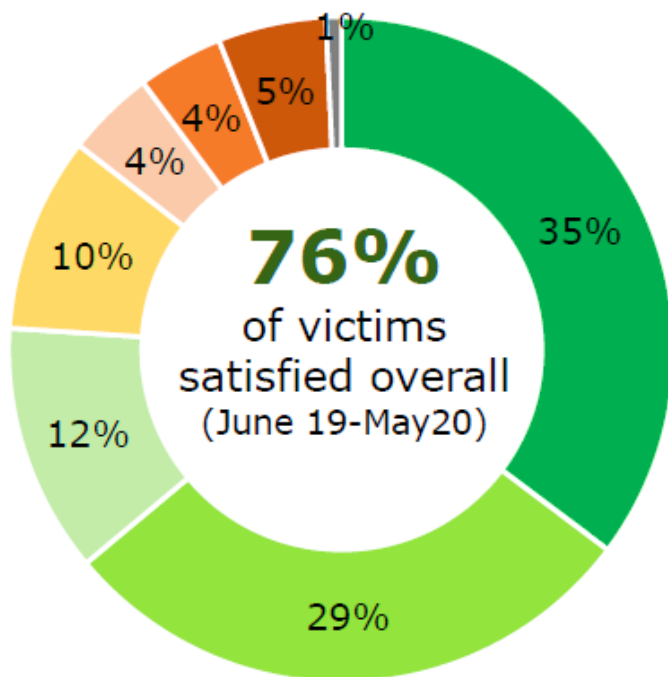
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With every contact that we have with a member of the public or victim of crime we must ensure they’re left with a positive influence of how we operate and how we treat them.

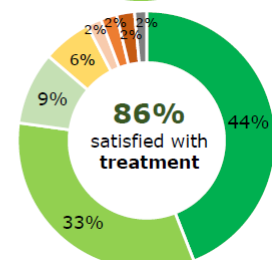
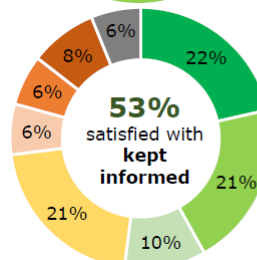
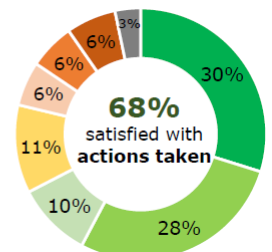
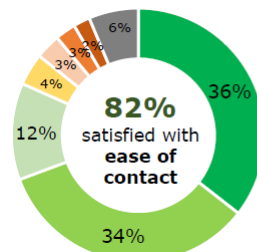
Nick Adderley
Chief Constable
Northamptonshire Police



Northamptonshire Police's Victim Satisfaction Surveys



- completely satisfied
- very satisfied
- fairly satisfied
- neither satisfied nor dissatisfied
- fairly dissatisfied
- very dissatisfied
- completely dissatisfied
- Don't Know



**Fighting
Crime
Protecting
People**



Performance

In 2018 when the Chief Constable designed the force's first Policing Plan, 6 force priorities were introduced to tackle some of the most serious crimes causing Northamptonshire the most threat and risk based on intelligence assessments.

Analysts review this on an annual basis and each year the force compiles a force management statement (FMS) to demonstrate how it will deliver a service to mitigate its risks.

In 2019 Northamptonshire Police was praised for having one of the most comprehensive management statements in the country.

Through the course of the last two years the priorities have remained the same, with knife crime being added in 2019/20.

This section looks at improvements in the forces service delivery and progress against tackling crime across these key areas.

The data is broken down into crime volumes and unique victims.

In 2020 Northamptonshire Police was awarded a grading of GOOD from HMICFRS for its crime recording standards. There are only 5 force's in the UK to achieve this. This means that the force's standards with crime recording are some of the best and most ethical across the country. However, this does have an impact on the volume of crime due to the changing nature of Home Office Counting Rules (HOCR).

Although there have been some increases in crime volumes, this is often attributable to changes to recording process and pro-active campaigns to encourage reporting (Domestic Abuse, Rape and Serious Sexual Offences and CSE).

In the last 12 months, Northamptonshire Police has seen fewer unique victims of crime in the county.

New priorities have been determined for 2021/ 22, these will be:

- Serious and Organised Crime
- Anti Social Behaviour
- Domestic Abuse
- Knife Crime

& two cross cutting themes of vulnerability and data quality.

Policing Priorities 2019/20



Serious and organised crime

We will work with our policing partners to vigorously pursue those involved in serious and organised crime, working to actively reduce the threat and harm they pose to our communities



213 crimes involving firearms

54 modern slavery and human trafficking offences
408 drug trafficking offences

Child abuse and exploitation

We will investigate and prosecute all forms of child abuse, neglect and exploitation

1135 occurrences with CSE/CSA flag

1369 referrals for concerns over CSE

508 missing children with a CSE risk identified



Domestic abuse

We will better support those affected by domestic abuse by working hard to reduce threat and harm, helping victims to feel safer



16096 domestic abuse occurrences

45% are repeat victims

15% of all crime is domestic related

Preventing/reducing road fatalities and serious injury

We are committed to keeping people safe on our roads



35 people killed

217 seriously injured



Knife crime

We will use a range of tactics to tackle knife crime and work with partners to deter people from carrying knives



609 crimes involving knives

392 possession of knife offences



Rape and sexual violence

We will vigorously investigate and prosecute crimes of rape and sexual violence and work with partners to support victims

835 rapes recorded



1605 other sexual offences recorded



Residential burglary

We will investigate all instances of residential burglary and increase feelings of safety within communities



recorded **2295** home invasion burglaries

=44 a week

Cross cutting themes

We will reduce the threat of harm and fear caused by the use and supply of illegal drugs

We will work with partners to support the needs of vulnerable people



The harm caused by drugs
Vulnerability and mental health

*Data is 12 months up to September 2019 unless otherwise stated



Northamptonshire Police

Fighting crime, protecting people



Police & Crime Panel Performance Briefing

CC Nick Adderley
December 2020

Northamptonshire Police
Fighting Crime, Protecting People



Background



Northamptonshire Police
Fighting Crime, Protecting People

A Significant Challenge

"Worst Police Forces in England and Wales"

The Telegraph (National) 25 Oct 2006

"Northamptonshire Police 'failing to protect vulnerable children'"

BBC News 12 July 2013

"Damning inspection report finds Northamptonshire Police is failing to accurately record serious crimes"

Chronicle & Echo 28 Aug 2014

"Northamptonshire Police has made only "limited progress" in improving its child protection capabilities, warns report"

"Northamptonshire Police 'still failing Children at risk'"

BBC News 24 July 2019

"A report on Northamptonshire Police has branded it "inadequate" at operating efficiently and investigating crime."

BBC News 26 Sept 2019

"Inspector heaps praise on Northamptonshire Police for 'turning around' since damning report on ability to record crime"

Chronicle & Echo 31 July 2020

"A legacy of underfunding means the force simply does not have sufficient capacity to meet its demand.

It will not be in a position to build that capacity if the current funding envelope remains unchanged"

HMI Zoe Billingham

Oct 2019

Creating Focus

The first focus on performance outliers for some time

Introduction of Force Priorities and the first Policing plan (2018) Aligned to the Commissioners Police and Crime Plan

Informed by Crime and Intelligence Strategic Threat and Risk Assessment (STRA) & Force Management Statement (FMS) findings

- **Serious & Organised Crime**
- **Child Abuse & Exploitation**
- **Rape & Sexual Violence**
- **Preventing / Reducing Road Fatalities & Serious Injury**
- **Residential Burglary**
- **Domestic Abuse**



”

I believe that this Policing Plan will deliver this ambition and will provide both the force and public with the clarity they deserve and will determine a positive direction of travel over the coming years

Chief Constable Nick Adderley
Policing Plan, 2018

Progress to Date

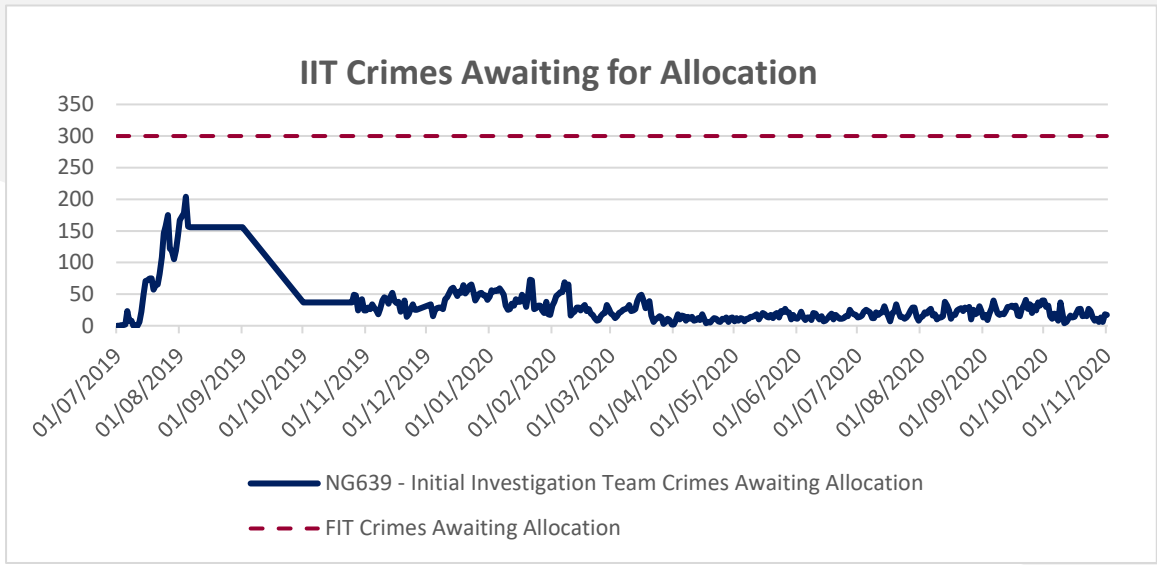
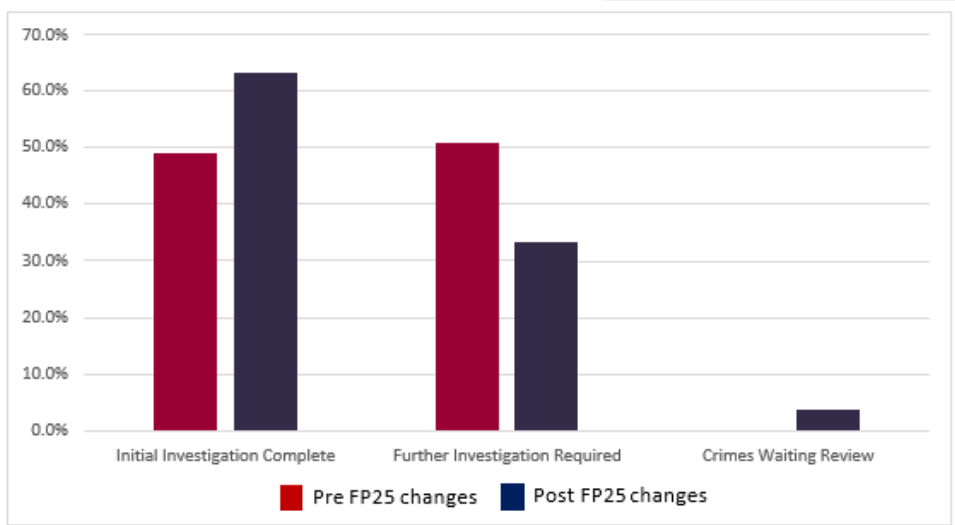


Northamptonshire Police
Fighting Crime, Protecting People

Initial Investigation, meeting the needs of the Public & protecting vulnerable people

In 2018 Northamptonshire Police had **700** unallocated crimes waiting for review with no understanding of risk.

A previous HMIC inspection found that the Force Investigation Team (FIT) had a backlog of unallocated crimes in excess of 700. This was the tipping point that led to the Force becoming engaged with HMICFRS. The number of crimes awaiting investigation by the Initial Investigation Team has reduced significantly. Similarly, the introduction of better policy and procedures has led to a significant reduction in the number of crimes being sent for further investigation beyond the Initial Investigation by an Officer. These changes have contributed to improvements across public confidence.



Crime Data Integrity

This year 2020 - The Force was inspected and has achieved a overall rating of GOOD from HMICFRS for the same inspection.

The Force is recording 92.0% of crime. The Inspection found:

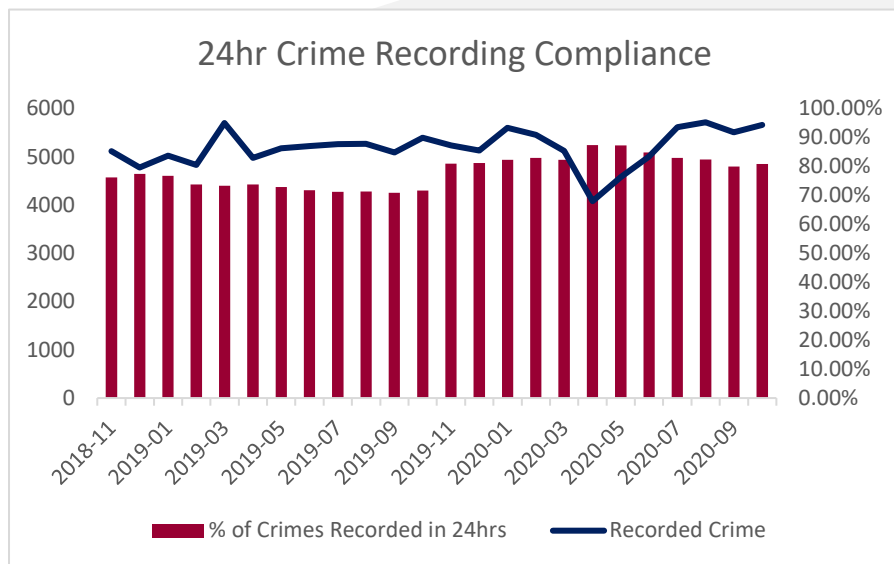
- Trained staff in its crime management unit (CMU) to make sure they understand the national crime recording standard and Home Office Counting Rules (HOCR);
- Trained staff in the force contact room (FCR) to make sure that they record crimes at first point of contact most of the time;
- Introduced an initial investigation team (IIT), which investigates incidents that don't need to be attended and records any associated crimes;
- A telephone response team (TRT), which provides appointments by telephone;
- effective processes to identify and rectify incorrect crime recording decisions through the CMU and the force audit team; and
- Provided training and introduced effective processes to make sure it identifies and records modern slavery offences.

"While it's still on an improvement journey, the basic building blocks of policing - of reporting a crime on the books - are now in place.

"That might seem like faint praise but we have been into 42 forces across the country and there are not many forces doing as well as Northamptonshire in this regard."

HMI Zoe Billingham

92%
of crime is recorded
1 of 5 Forces to receive a
rating of Good.



The full HMICFRS CDI Inspection report can be found here:
[Reports – Rolling programme of crime data integrity inspections - HMICFRS \(justiceinspectorates.gov.uk\)](https://reports-rollingprogrammeofcrimedataintegrityinspections-hmicfrs.justiceinspectorates.gov.uk)

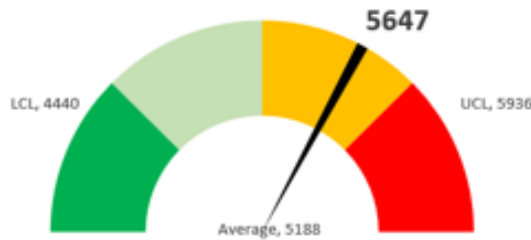
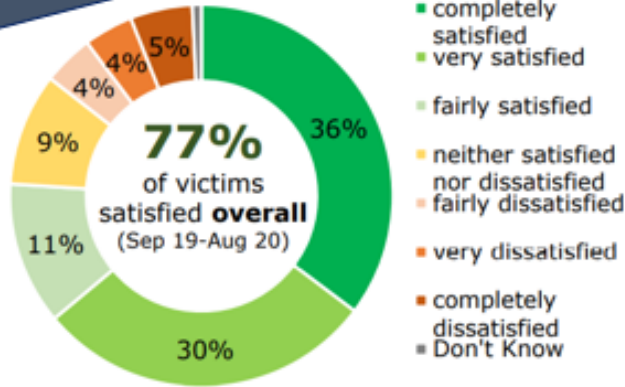
Force Performance



Northamptonshire Police
Fighting Crime, Protecting People

All Crime

95%
of the public in Northamptonshire will not be a victim of crime



National Ranking

26/43

MSG Average

4th

Out of 8 Forces

For All Crime performance Northamptonshire Police sits in a mid table position across 43 Police Forces and is not an outlier for all crime nationally

Compared to 7 other Forces in its Most Similar Group (MSG) Northamptonshire police is ranked 4th for all crime

In October 2020 there were 4388 unique victims of crime compared with 5647 recorded crimes
In the last 12 months there have been 40,965 victims of crime (compared with 62,679 recorded crimes)

This is a reduction of 1338 victims of crime despite overall crime increasing by 1.4% when compared with the previous 12 month period

The increase in crime is associated with both changes in crime recording rules and increase in repeat victimisation

This shows that you are less likely to be a victim of crime now than in 2019

1.4%
Year on year increase in recorded crimes

- 4.3%
Decrease in unique victims 1338 less than 2019

	Oct 2020	Last 12m	Change YoY
Volume of recorded crime	5647	62,679	1.4%
Victims of Crime	4388	40,965	-1338 (-4.3%)

Residential Burglary

Key Insights

Northamptonshire Police previously had very high levels of burglary per 1000 households, and was in the bottom quartile nationally. The Force sits in 5th position in the MSG due to starting from a higher level of crime

In 2013 HMICFRS found as part of routine monitoring that the recorded burglary rate was one of the highest in England and Wales and had increased by 17.1% year-on-year

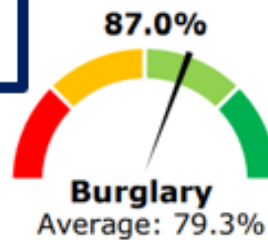
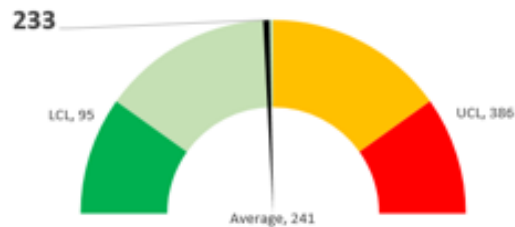
Northamptonshire Police has the largest reduction nationally for Residential Burglary (ONS data June 2020 36.9% reduction in 12m period)

Using the same ONS data, Northamptonshire had third largest reduction across all theft offences nationally

The Force has dedicated resources for Burglary
Commitment to attend every home invasion burglary

Improved positive outcomes

High satisfaction rates (87%)



MSG Average
5th
Out of 8 Forces

33.2%
Year on year reduction in recorded crimes

National Ranking
21/43

-33%
Less unique victims
1176 less than 2019

	Oct 2020	Last 12m	Change YoY
Volume of recorded crime	233	2,313	- 33.2%
Victims of Crime	250	2,401	-1176 (-33%)

Domestic Abuse

Key Insights

An increase in volume of recorded crime for Domestic Abuse is not necessarily a negative story

Northamptonshire Police proactively encourages victims to report these crimes (Op Marvel and Look Closer campaigns) & high data integrity standards mean that we will always record secondary crime for our most vulnerable victims

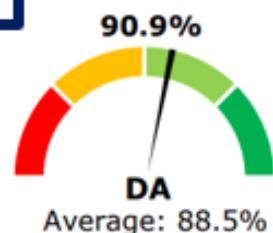
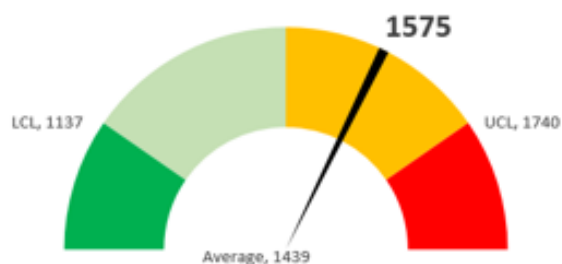
1/3 of these offences are stalking, harassment and coercion

In terms of high harm, the scale of domestic abuse is in the lower threshold

Victims are not always willing to support action which in turn creates a reduction in outcome rates

This is something felt nationally across policing
Rate of DA nationally continues to grow, not a local issue

DA Satisfaction remains the highest of all groups surveyed at 90.9%
This is consistently high.



MSG Average
4th
Out of 8 Forces

9.9%
Year on year increase in recorded crimes

National Ranking
27/43

+18% ↑
More unique victims

	Oct 2020	Last 12m	Change YoY
Volume of recorded crime	1,575	18,078	9.9%
Victims of Crime	821	9726	+1489 (+18%)

Rape & Serious Sexual Offences

Key Insights

This area remains a challenge for Northamptonshire Police

It is important to note there have been changes to the counting rules in this area, we now record 1 crime per suspect. An example: An individual reports they are raped by 6 people, this would be recorded as six rapes (1 per suspect)

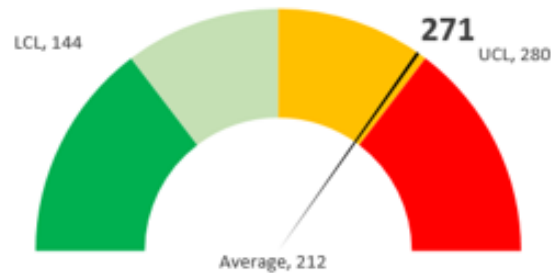
30% of the volume of this crime is non recent RASSO

1/3 is in the home (domestic related)

Stranger related offences have been stable for 2+ years

Op Antigua – Significant & pro actively investigated

Victim experience has seen a notable and positive change, we are having swifter investigation, dedicated specialist officers investigating these crimes, positive outcomes are improving. This is a significant improvement from 12m ago.



	Oct 2020	Last 12m	Change YoY
Volume of recorded crime	271	2627	6.8%
Victims of Crime	240	2180	+139 (+6.8%)

MSG Average

8th

Out of 8 Forces

+6.8%

Year on year increase in recorded crimes

National Ranking

41/43

6.8%

Increase in unique victims

Knife Crime

Key Insights

This area remains a challenge for Northamptonshire Police

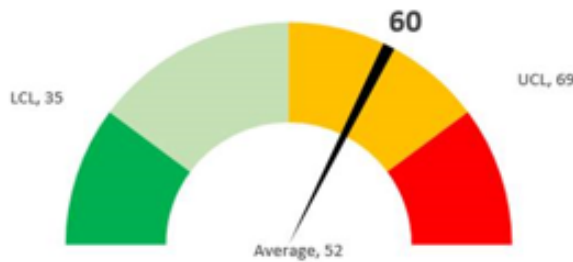
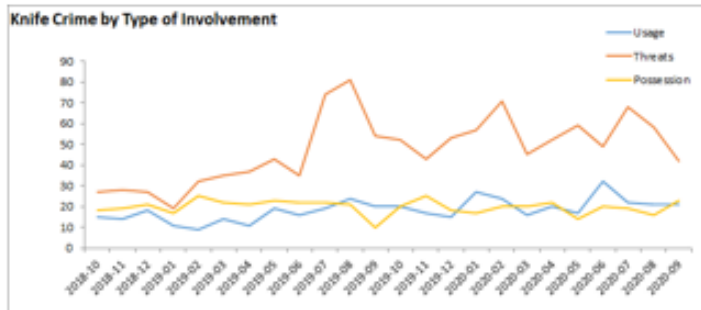
It is important to note, each Force records this crime type differently, & it is the subjectivity of the OIC and how they record the appropriate flags against these crimes, which has inconsistencies between forces

An example: In Northamptonshire where a robbery of a mobile phone where a knife is threatened has been reported, as a Force we would be clearly flagging a robbery with a weapon of knife, which would be submitted to the Home Office for reporting purposes, counted as a knife crime. In some other forces if in the same situation if the weapon used field was not completed/ left blank in the recording of this crime, this would not be counted as a knife crime

The majority of knife crime is threat not use (last month: 21% of reported knife crime is possession only, 22% is usage of a knife and 57% is threat of a knife or threat involving a knife)

The level of possession offences recorded is directly linked to the amount of pro active policing, visibility and stop and search that the Force do

In 2015 violence against the person was increasing by 48% year on year



	Oct 2020	Last 12m	Change YoY
Volume of recorded crime	60	623	1.5%
Victims of Crime	61	560	(-2%)

MSG Average
8th
Out of 8 Forces

+1.5%
Year on year increase in recorded crimes
National Ranking
35/43

-2%
13 less unique victims compared to 2019

Key Insights

Killed & Seriously Injured

Northants Police is performing well in this area, both locally and against most similar Forces.

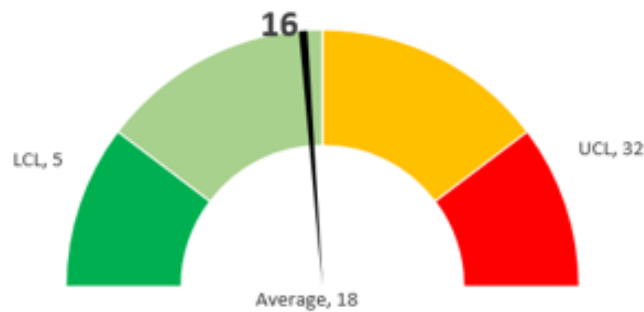
Lockdown has positively impacted this, the Force has delivered a pro active road safety campaign (Op Journey)

Investment in 12 Interceptors vehicles

Enforcement continues to be high and will continue through pro active operations

In September Northants Police issued in 7154 speeding penalties across the county, this was the highest the Force has every issued in a month as part of a commitment to tackling poor driving standards

Over 56k tickets issued in last 12 months



56k
tickets issued
in last 12m

-10%
Reduction in
fatalities YoY

Reduction year on
year by
3
Fatalities

National Ranking
10/43

-27.2%
70 less people seriously
injured

	Oct 2020 Volume of recorded crime	Last 12m	Change YoY
KSI	16	187	-27.2% (70 less people)
Fatalities	1	27	-10% (3 less deaths)

MSG Average
4th
Out of 8 Forces

Child Sexual Abuse & Exploitation

As a Force we are better at identifying & responding to this crime type and safeguarding.

Trends are comparable to what is being seen nationally (stable in recent months but is higher over longer term) this is because the Force is better at identifying through education and ensuring Officers know what to look for

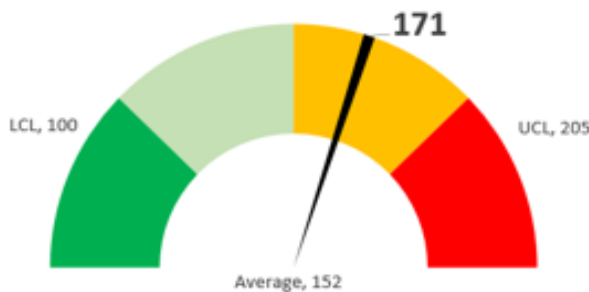
There is no peer data for this area

Missing children are susceptible to CSE & missing children with CSE often linked to OCGs & USGs

The lockdown and impact of Covid is a concern in terms of online sphere and trends are demonstrating an increase in online "hook ups" between young girls and older males

This is predominantly 13/14 year old females meeting 18 year old men
From the data it is clear that this is not rape
It is lower level introductory sexual offences (young people experimenting)

Just under ¼ of CSAE is familial (within family or home)



-3%
Reduction in online related sex offences in last 12m

25%
of all sexual offences involving children were "sexting"

In the last 12m
20,490 PPNs submitted
(+7% increase from 2019)

8.8%
year on year increase in recorded crimes

Oct 2020 Volume of recorded crime	Last 12m	Change YoY
171	1,919	8.8%

Serious & Organised Crime

Examples of recovered Proceeds of crime



2019 & 2020	
Compensation	£1.2M
Confiscation	£680K
Cash Forfeiture	£100K

OFFICIAL SENSITIVE

Op Cloak

18 month pro-active investigation into the Force's highest risk and longest standing OCG
Using local children to avoid detection
Enforcement against the principle members in September 2020
3 key subjects, including the leader charged and remanded for conspiracy to supply drugs offences and Modern Slavery Act offences
Trial set for Apr 2021

Op Caldon

OCG targeting commercial premises
Sophisticated group aware of police tactics
Disrupted by our officers
Admitted 58 commercial offences
Working across 4 neighbouring counties
1st Drug Dealing Telecommunications Restriction
Now a tactic being used across the region
3 suspects convicted
18 years custodial sentences

Key Insights

11 Pillars of SOC Vulnerabilities Prosperity & Commodities Pillar

This year the Force has been focussed on improving and increasing the use of SOC restrictive/preventative orders
The seeking of such orders has dramatically improved over the last 12 months. We have specifically looked to increase the use of Serious Crime Prevention Orders which is evident by the following statistics:

- 4 live SCPO's currently being managed across the force (2 by SOC)
- 9 further orders secured by EMSOU expected to become active in 2021 and managed by Northants.
- 11 applications are with Counsel for decision.
- 3x further draft applications with counsel (awaiting formal application)
- 14x proposed SCPO applications to be reviewed for submission post trial outcomes

Op Poetry

Biggest ever SOC Operation for Northamptonshire Police

- 70+ warrants
- 140 Arrested
- 120 Charged
- Seized £250k Criminal property
- 31 Investigations
- 18 County Lines
- 13 Local class A Lines

Overall sentencing so far:
208 years sentences

Response Times

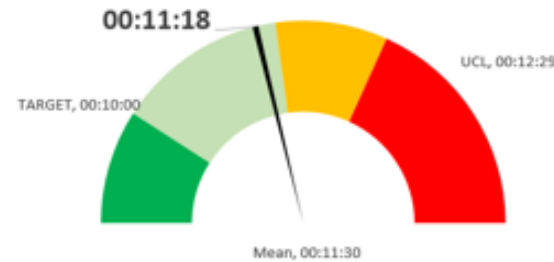
Grade 1 Response Times

Target 1
Median response time of **10 minutes** or faster for Urban G1 incidents

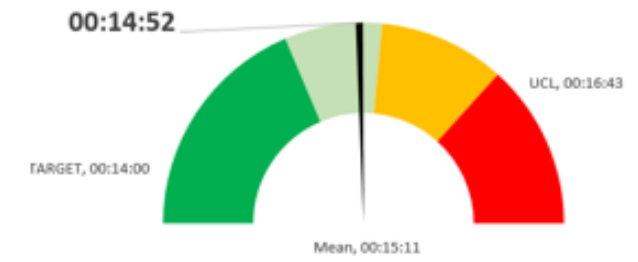
Target 2
Median response time of **14 minutes** of faster for Rural G1 incidents

Grade 2 Response Times

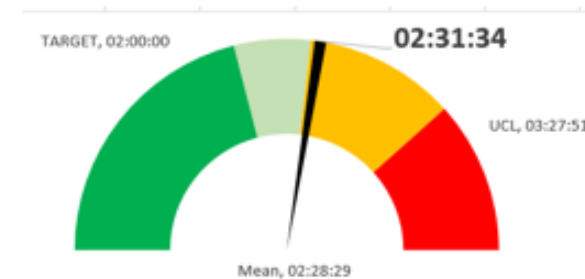
Target
Median response time of **2 hours** for G2 incidents



Grade 1 Urban	
Oct 2020	12m Rolling Average
00:11:18	00:11:32



Grade 1 Rural	
Oct 2020	12m Rolling Average
00:14:52	00:15:05



Grade 2 Incidents	
Oct 2020	12m Rolling Average
02:31:34	02:03:30

Visibility

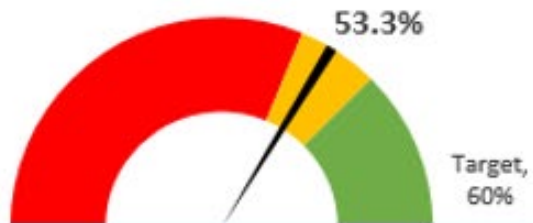


Target

60% or more of NPT officer and PCSO time spent out of station

Target

More than 12% of NPT officer and PCSO time spent in priority locations (measured as a % of total officer ARLS hours)



	October 2020	Priority areas
NPT teams	53.3%	9.2%
Response	55.6%	5.6%

Satisfaction & Morale

Public confidence continues to rise across Northamptonshire Police and internal confidence and satisfaction also continues to improve.

An internal survey, which was conducted online between 8th November and 16th December 2019, yielding a high response rate of 71% (1893 responses), the highest of the last four staff surveys undertaken.

Officers and staff feel more satisfied – overall job satisfaction has significantly increased to 73% (from 62% in 2017)

There has been a significant shift in how the organisation is perceived – a 10% increase to 80% in those who spoke positively about the Force to others and a similar increase, up to 84%, of those who feel a sense of loyalty to the Force – an indication of an increasing pride in the organisation and the work that staff and officers do.

One organisational constant since the last survey is lots of change – the survey has demonstrated that the number of people who agree the Force is going in the right direction has almost doubled since 2017 (80% compared to 42.5%).

The positive perceptions and views of supervision within Force have increased – 79.2% of offices and staff said their supervisors listen to their opinions about the decisions that affect them (76% in 2017), showing more people feel they are being engaged with and listened to.

Although there were increases in positive responses to the questions on training and development since the last survey, still only just over half of respondents agreed the Force encourages their development (58%), that they have opportunity for growth (53%) and are satisfied with opportunities for learning and development (55%), so more focus is needed here.

Just over half (55.8%) of people agreed they felt the Force values the work they do and 54% agreed they are rewarded fairly for the work they do, which indicates that more needs to be done in this area as the force continues to develop its future leaders and embed a culture of feeling valued.

Since the survey was conducted the force has conducted promotional boards across every supervising rank from Sgt to Superintendent. A new PDR (Professional Development Review) system has been implemented and a review of rewards and recognition will be linked to this from May 2021.

OFFICIAL

In addition to the force's own satisfaction survey findings, in the 2020 Police Federation of England and Wales pay and morale survey, of those respondents reporting low morale, Northamptonshire Police was 4th lowest – which is positive. Low or very low morale has reduced to 37% in 2020 from 80% in 2019. (an improvement of 43% on the previous year).

Please find below the link for the full survey:

[Pay and morale \(polfed.org\)](https://www.polfed.org)



Finance

Public financial documents, including the Statement of Accounts are all available here:

<https://www.northantspfcc.org.uk/our-information/financial-information/>

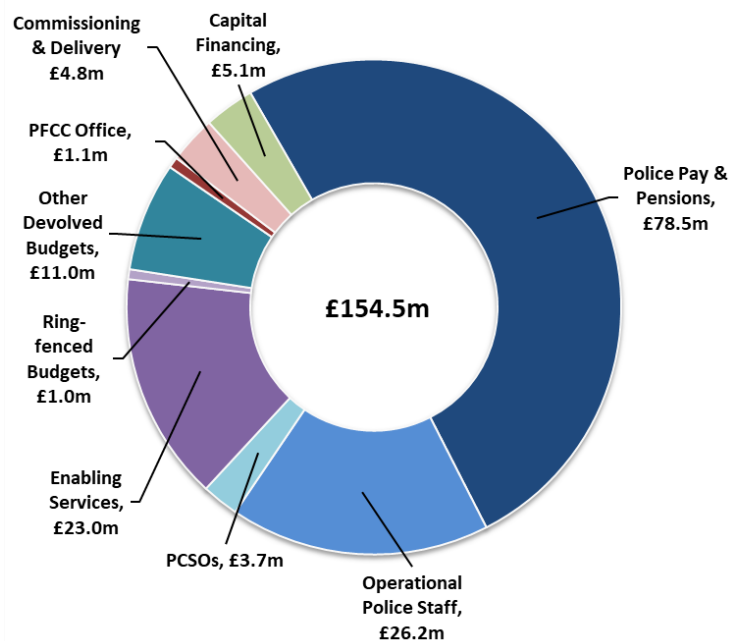
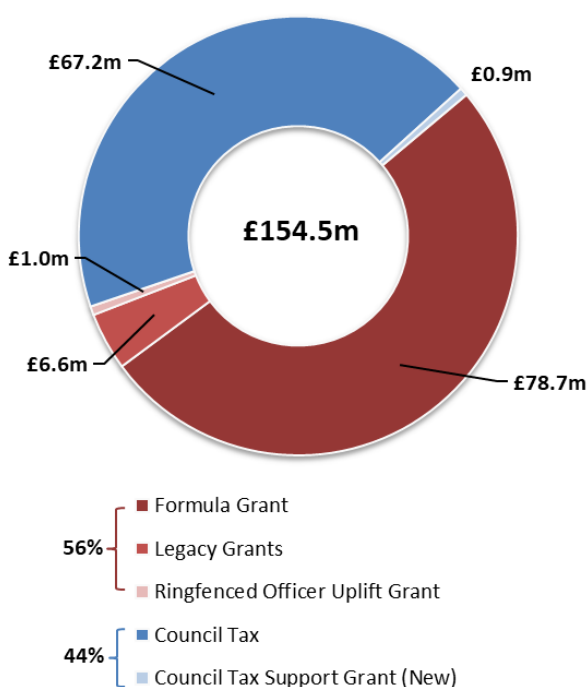
2021/22 Approved Budgets

The Force has welcomed the 2021/21 budget settlement, continued officer uplift grant, and a £13 precept increase. These increases have put the PFCC and Force in a position where the budget can be balanced over 2 years, without the use of reserves, allowing for a level of investment both in revenue and capital.

However, it is recognised that there remains a significant financial impact in planning to maintain the uplift target of 1500 officers from 2023/24. The national and global impact of the coronavirus pandemic significantly increases the uncertainty of future government spending. Therefore, the funding settlement only gives certainty for one year.

This uncertainty could result in financial challenges over the medium term if future national funding indications are not met and if the revised tax base assumptions are not achieved. However, assumptions are prudent and have been tested against other local authorities and regional forces.

Funding and budget levels are summarised as follows:



Medium Term Financial Plan

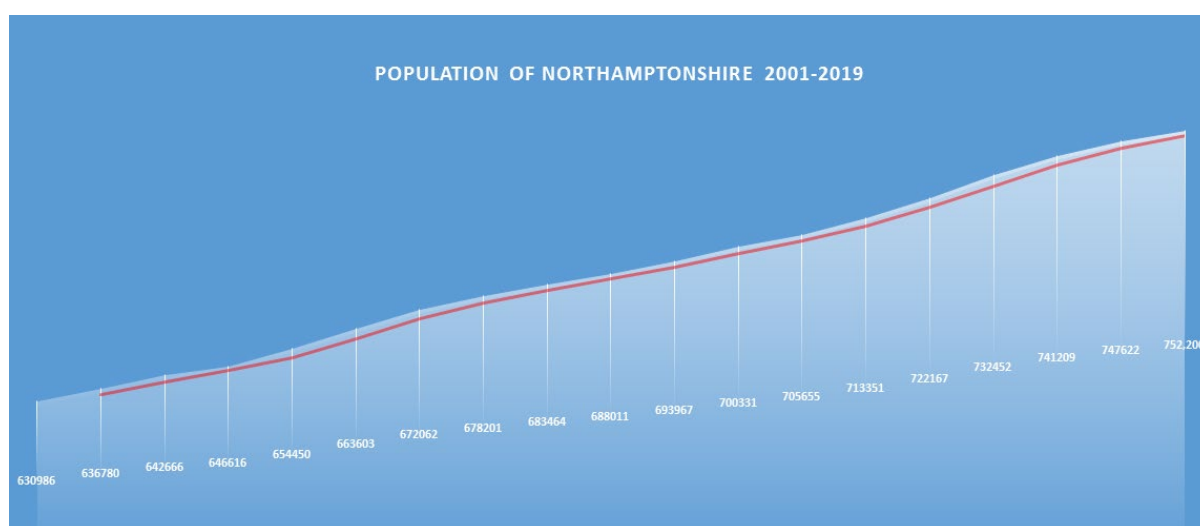
The MTFP shows that the PFCC has produced a balanced budget for 2021/22 and 2022/23, there is a need to achieve savings in order to balance budgets in 2023/24 and beyond.

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
Group Expenditure	153,072	159,586	166,946	169,890	173,652
Investment	1,000	1,000	-	-	-
Total Expenditure	154,072	160,586	166,946	169,890	173,652
Total Funding	(153,532)	(159,721)	(162,961)	(166,613)	(170,091)
Shortfall	540	865	3,985	3,277	3,561
Savings already Identified	(540)	(865)	(1,145)	(1,038)	(853)
Savings to be Identified	-	-	(2,840)	(2,239)	(2,708)
Shortfall remaining	-	-	-	-	-

The revised MTFP makes a far more prudent assumption on tax base increases (0.5% in 22/23 and 1% pa thereafter) which equate to an increase of almost 8,842 Band D by 2025/26, which is more than 14,000 fewer properties than under the pre-pandemic assumptions. A difference of 0.25% to these assumptions would have an annual impact of c.£170k either way.

The Joint Strategic Needs Assessment (JSNA) Demography Insight Pack 2019 outlines that Northamptonshire's population has increased by 29.9% over the 30 years, compared with 17.7% across England. It also estimates this will increase by a further 14% by 2041.

The graph below demonstrates this population increase for the period 2001 to 2019.



Source: Office of National Statistics and Joint Strategic Needs Assessment (JSNA).

Risks and Challenges

The unknown impact of the Funding Formula Review on Future Funding Settlements.

The impact of a different core grant assumption to that estimated in the MTFP for the years after 2021/22. Every 1% reduction in grant equates to circa £0.875m less available revenue per year. This is equivalent to the cost of over 25 entry-level police constables.

The full impact of revenue and capital costs and funding arrangements for the new Emergency Services Network (ESN) are still uncertain.

The impact of the developments and upgrades or changes to HR and Finance systems currently provided by the Multi Force Shared Services arrangements (MFSS) is far clearer than previously reported. Provisions have been made in the capital programme and reserves for systems costs, exit costs and parallel running, but a level of uncertainty remains until the transition is complete.

The operational and financial impact of new, emerging and increasing areas of threat and demand, including, but not limited to, child sexual exploitation, adult and child sexual and domestic violent crimes and increasing cybercrime. It is anticipated that the additional officers will assist in the challenge of meeting such demands and the prioritisation and distribution of these new officers will be identified through the FP25 team.

It is anticipated that the impact of national grants reducing or ceasing for regional developments and activities would have a significant impact. Northamptonshire benefits from a 14.8% formula share of regional grants received to fund the ROCU and other EMSOU activities.

The impact of variations to inflation assumptions, in particular the effect of higher pay award settlements. Officer and staff costs across the MTFP are calculated using an assumed annual 2.5% pay award and an additional 1% would equate to circa £668k, equivalent to the cost of 20 entry-level police constables.

The capital programme requirements and the investment required to take any business as usual, innovative or collaborative work forward in advance of the timings of savings. The reduction in capital grant since 2020/21 has had an impact on the revenue costs of the capital programme and this is built into the MTFP.

The impact of partners' spending decisions which may affect services provided by the Force or PFCC.

The ongoing impact of the COVID-19 pandemic on Police costs, reduced income and funding levels lower than that assumed in the MTFP.

There is a national and a regional move to consider the charging of costs in line with a Net Revenue Expenditure (NRE) rather than a funding formula methodology. This disproportionately affects forces such as Northamptonshire who have a lower than average grant allocation and bears no correlation to increasing population or households. Any movement of regional or national charging to NRE will result in cost increases to Northamptonshire.

- These risks, challenges and uncertainties are under regular review and the steps already in train to help mitigate these include:
- The Chief Constable has agreed to deliver 1% of efficiency savings based on his annual budget (circa £1.5m). The intention is to assist in meeting the shortfalls identified in the MTFP and to provide available funding for reinvestment in the changing demands of Policing.
- Taking forward the joint Estates Strategy with Fire, to maximise the opportunities for both services from sharing buildings.
- Regular review and scrutiny of the Capital Programme and the Treasury Management Strategy.
- Reviewing potential opportunities for Collaboration with other PFCCs and Chief Constables in the region.
- Regular review of the Reserves Strategy to ensure adequate reserves are in place and utilised appropriately to enable targeted investment and the smoothing of additional costs before longer term realisation of savings.
- To continue to drive forward opportunities for maximise efficiencies of interoperability between Fire and Police, particularly in relation to Enabling Services.
- Taking forward a joint estates strategy with Fire, to maximise the opportunities for both services from sharing buildings.

Investments & Savings

Based on the MTFP predictions, police officer numbers in Northamptonshire are due to increase by over 20% (273 police officers) between the periods March 2019 to March 2023, which will have a significantly positive impact on meeting demand pressures.

The PFCC ring-fenced the sum of £750K in 2020/21 to support the Chief Constable's operational priorities and has earmarked a further £1m in 2021/22 and also in 2022/23 for other investments. These allocations are in addition to the £3m of funding that was made available in 2019/20 for priorities and officer growth over and above national uplift.

A £300k savings target was set in 2020/21 in order to reduce the cost of officer overtime, and it is expected that further savings will be achieved by end of March 21.

Reserves

The adequacy and level of all reserves are regularly monitored to ensure that funds are still available to support investment in innovative solutions and ensure the level is adequate to meet one off short term funding shortfalls. As detailed in the Reserves Strategy, the forecast reserves as at 31/3/2021 are summarised across the Home Office headings as follows:

Reserves Held	Balance as at 31/3/2020 £'000	Balance as at 31/3/2021 £'000	Planned Expenditure on projects and programmes over next 3 years £'000	Funding for specific projects and programmes beyond 2023/24 £'000	As a general contingency or resource to meet other expenditure needs £'000
<u>Held to Meet Budgetary Risks:</u>					
Insurance	1829	1,829	-	-	1,829
Operational Equipment	200	300	(100)	(200)	
	2,029	2,129	- 100	- 200	1,829
<u>Held to Support the MTFP:</u>					
Carry Forwards	669	-	-	-	-
Victims Services	550	550	(150)	(400)	
Pensions	500	667	(300)	(367)	
	1,719	1,217	- 450	- 767	-
<u>Held to Facilitate Change Programmes:</u>					
PFCC Initiatives	1,996	2,655	(1,309)	(1,346)	
Invest to Save	488	51	-	(51)	
Enabling Services Programme	400	208	(208)	-	-
Safer Roads	1,672	1,172	(1,172)	-	-
Additionality	2,201	1,471	(1,454)	(17)	
	6,757	5,557	- 4,143	- 1,414	-
<u>Held on behalf of others:</u>					
Collaboration	693	693	-	-	693
<u>Held to support the capital programme</u>					
Capital	0	-	-	-	-
Developer Contributions	769	569	-	(569)	
	769	569	-	- 569	-
Earmarked Reserves	11,967	10,165	- 4,693	- 2,950	2,522
General	5,000	5,000	-	-	5,000
Total Reserves	16,967	15,165	- 4,693	- 2,950	7,522

The General Reserve is planned to be maintained at £5m. This represents over 3% of total funding in 2020/21 and the Reserves Strategy sets out that the level of this reserve will remain within guideline levels throughout the MTFP. It is prudent to have such a reserve at this level to enable the organisation to withstand unexpected events which may have financial implications.

Audit

The resourcing problems faced by the External Auditors, along with other factors not within the control of the Force or OPFCC caused significant delays in the approval of the 2018/19 Accounts and the same is the case for the 2019/20 Accounts. That said, the delay has been commonplace across many organisations in the public sector and the EY resourcing issues are showing signs of improvement.

The only issue of note is an 'except for' Value for Money opinion due to the issues faced with the Multi-Force Shared Service (MFSS) collaboration. There has been significant traction in addressing the issues since March 2019 and it is expected that this audit opinion will improve in the 2019/20 audit. Internal audit has not found any major issues relating to financial governance. The most recent 'Core Financials' audit gives the result of 'Significant Assurance'. Any minor recommendations are addressed and monitoring through the Force Assurance Board.

**Fighting
Crime
Protecting
People**

