



Annual Report 2016-17

Making Northamptonshire Safer

Annual Report - 2016-17

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Introduction

Stephen Mold, Police and Crime Commissioner

This is my first annual report as the Police and Crime Commissioner for Northamptonshire and it sets out the work I have undertaken since taking office in May 2016.

Undertaking the role of Police and Crime Commissioner is a great honour and a privilege. As a local resident with a young family, I want my children to grow up in a safe and secure county, where all communities feel that we have a police force that understands their needs and concerns, while keeping them safe.

Not only is 'A Safer Northamptonshire' the title of my Police and Crime Plan, it also underpins everything my office is working to achieve; from improving how the police use technology through to helping prevent young people from ever entering the criminal justice system.

Such work is not easy, but is a vital part of my role as your Police and Crime Commissioner. Northamptonshire Police has a proven track record of delivering examples of innovation and excellence and I want to ensure that such work is the norm, not the exception. For the first time the Police and Crime Plan, which sets out my priorities for policing, was produced in co-operation with the Force. It seemed an obvious thing to involve the very people who would be helping me deliver it. By including the Force, we now have shared ownership of the future of policing in our county and I have ensured that my office works closely with our police colleagues to ensure the plan is fully delivered.

It is true that life is measured in achievement, not in years alone and it is my intention that each annual report will reflect a year of achievement and success. I want each year to be a stepping stone in taking Northamptonshire Police from a good force to an excellent force that exceeds the expectations of residents across our county.



Stephen Mold
Police and Crime Commissioner for Northamptonshire

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How Does Policing Work?

The Public

You, the public ultimately hold policing to account.

At a national level, this is through voting for MPs and Government, while at a local level, you can vote for your Police and Crime Commissioner.



The Government

The Government set the national policing priorities, pass new laws and allocates a central pot of funding to each Police and Crime Commissioner.



Police and Crime Commissioner

Police and Crime Commissioners (PCCs) represent the public at local, county levels. It is the role of Stephen Mold, PCC for Northamptonshire, to:

- Set the strategic direction for policing through the Police and Crime Plan.
- Be responsible for the totality of policing in the county.
- Hold the Chief Constable to account, and to hire or fire the Chief Constable.
- Lead support services for victims and witnesses of crime.
- Decide how a budget of over £120million will be spent.
- Improve community safety and help evolve the criminal justice system.
- Contribute to resourcing national and international responses to threats.
- Maintain a scheme for the welfare of people in custody



Chief Constable

The Chief Constable of Northamptonshire Police is Simon Edens. His role is to lead the police force, and to:

- Carry out the strategy for policing set by the Police and Crime Commissioner.
- Lead the operational aspect of policing.
- Appoint and direct Officers.
- Allocate the finances given by the Police and Crime Commissioner.
- Manage complaints against the Force.
- Collaborate with other Forces and organisations to achieve strategic aims.



Police Force

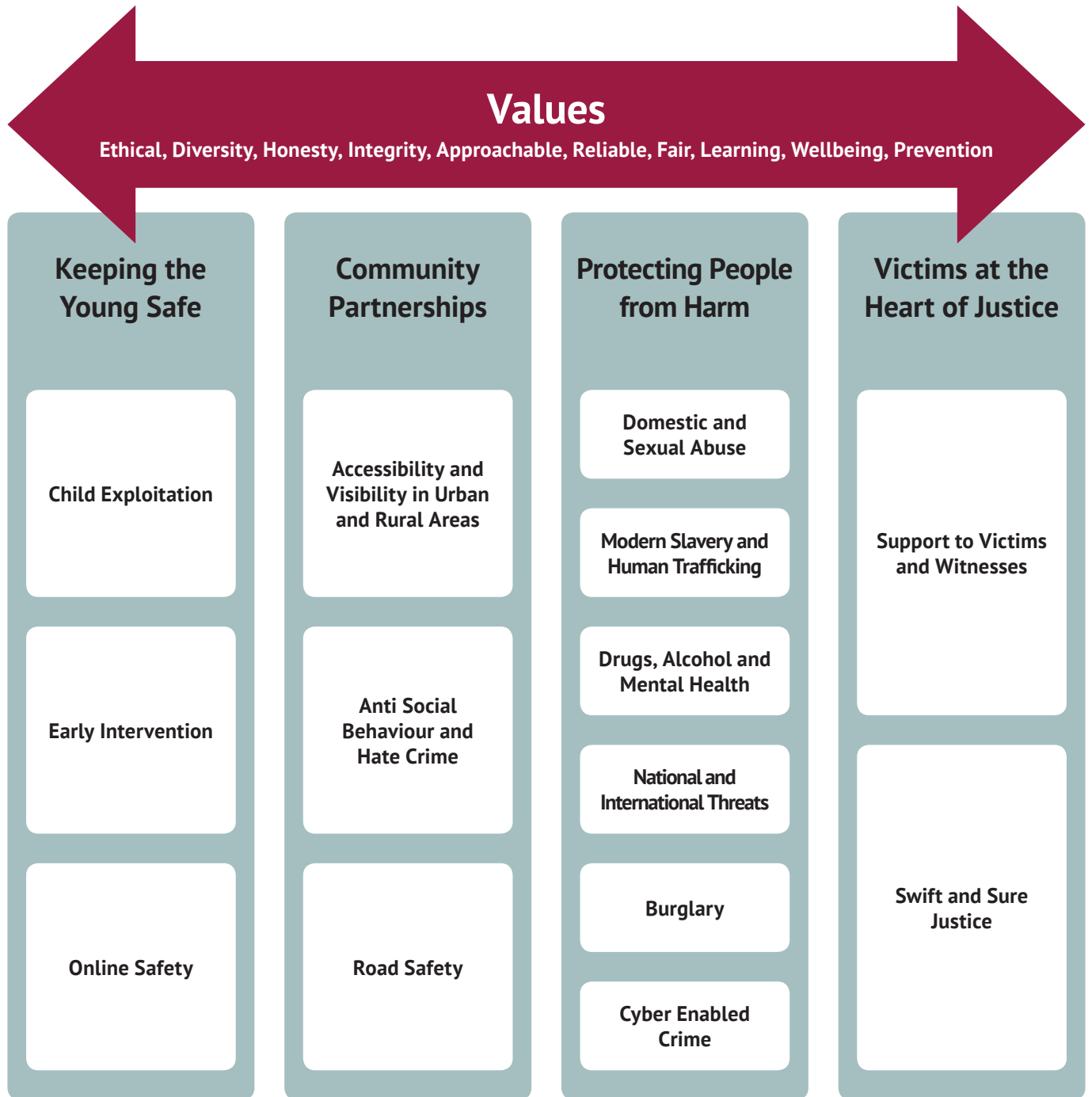
Led by the Chief Constable, Northamptonshire Police are responsible for the operational side of:

- Public protection.
- Enforcing of the law.
- The prevention of crime and anti-social behaviour.



The Police and Crime Plan on a Page

A Safer Northamptonshire



Transformation



Policing demand in Northamptonshire

January - March 2017

1,390

Volume of
crime

47,357

Volume of
incidents

2,658

Volume of
arrests

15.5%

Positive
resolution rate

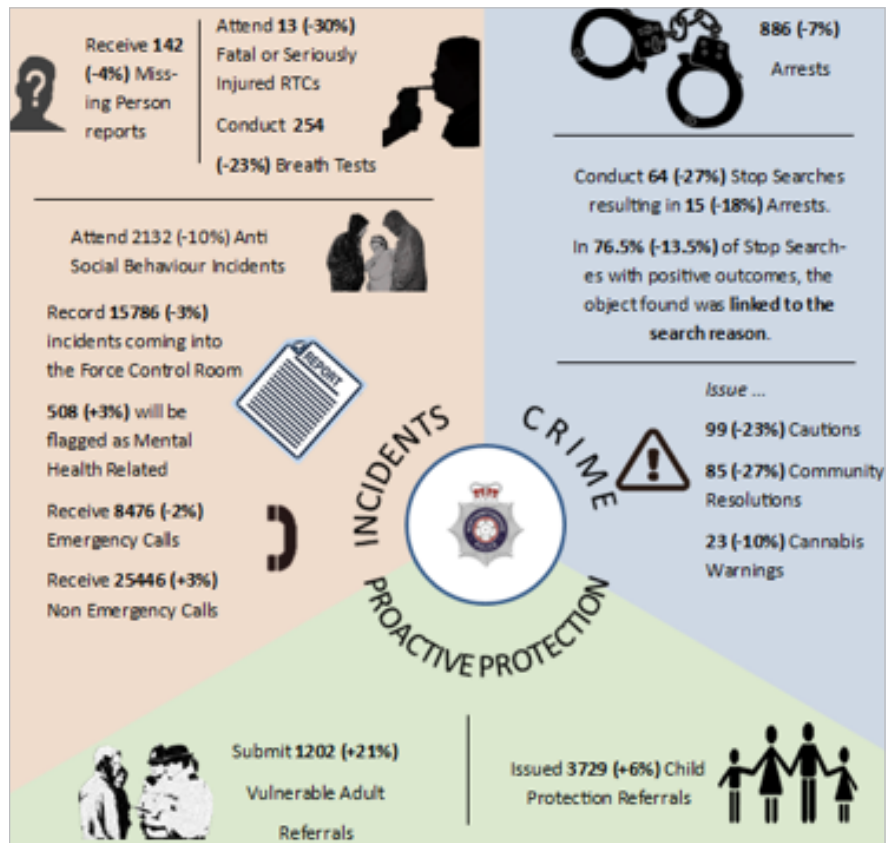


Manage 32
offenders
under the Multi
Agency Public
Protection
Arrangements

Support
299
domestic
abuse
victims



being seen at
the Multi Agency
Risk Assessment
Conference's



Officers deal with...

✔ **264** (-10%) burglary dwellings

✔ **1,289** (+2%) violence against person offences

✔ **2,203** (-3%) theft offences,

✔ **89** (-3%) robbery offences,

✔ **693** (+9%) vehicle crime offences,

✔ **160** (+13%) sexual offences,

Record **4,633** crimes, of which **602** were domestic related

2016-17 Review

Office of Police and Crime Commissioner

When the PCC took office last year, he felt it was important to properly understand what the Office of the Northamptonshire Police and Crime Commissioner (OPCC) does, how it does it, and if its work could be improved.

He also wanted to ensure that the office had the right skills and knowledge to help him successfully deliver his agenda of making Northamptonshire safer.

The OPCC benefits from a small team of passionate and talented individuals who have a wealth of experience. In order to deliver the priorities that have now been set out in the Police and Crime Plan the PCC has reviewed and realigned roles and responsibilities to help to deliver a safer Northamptonshire.

Formerly some jobs were filled by people 'acting' temporarily into posts, which provided an opportunity for the PCC to review these posts and bring new people into permanent roles. These new appointees have brought with them fresh ideas and energy to drive forward the changes the PCC wants to make. This has been achieved while cutting the annual cost of the Office of Police and Crime Commissioner by approximately £150,000.

Chief Executive:

Martin Scoble has become the new Chief Executive. Before he undertook this role, Martin was Chief Executive for the Police and Crime Commission for Humberside. Prior to this he served with the British Army for 18-years, in which time he planned and led deployments to Afghanistan and acted within the Global Contingency Planning department at RAF headquarters, amongst other duties.

Director for Early Intervention:

In addition to Martin, we have appointed Nicci Marzec as Director for Early Intervention. Nicci has over a decade of senior management experience at strategic and operational levels in commissioning and in the provision of wellbeing services. She has previously been responsible for strategic development and delivery of services for people of all ages in

the county. This included support for families; school based challenging behaviour services; perinatal mental health; GP and hospital based WellFamily assistance; and social prescribing services. Her experience means she is ideally placed to deliver the OPCC's early intervention programme.

Director for Technology and Digital Transformation:

Simon Clifford has been appointed as Director for Technology and Digital Transformation. He is leading the implementation of new technologies within Northamptonshire Police to help increase the efficiency and effectiveness of the Force. He has an in-depth understanding of technologies and how their use can empower and enhance productivity. He has over 25 years' experience of delivering digital transformation. Simon also possesses a passion for public service, which has seen him chair the Northamptonshire Independent Advisory Group, while also volunteering as a Neighbourhood Watch coordinator and a trustee of Northampton Citizens Advice Bureau.

Director of Delivery:

As well as these appointments, we were fortunate to be able to recruit Paul Fell as our Director of Delivery. Paul joined the OPCC following a thirty year career with Northamptonshire Police where he rose through the ranks to become a Chief Superintendent. He was responsible for leading the strategic and operational portfolios for major transformational change programmes relating to service delivery across three Police Forces in Northamptonshire, Leicestershire and Nottinghamshire. Paul brings a wealth of operational policing knowledge to the team and plays a leading role in helping the PCC hold the Chief Constable to account.

We are confident that we now have a team which will support Northamptonshire Police to provide highly effective policing services to protect people from harm and ensure we are delivering a first class service for residents of the county.

I know the Chief Constable is equally committed to working closely to achieve our shared goal to make Northamptonshire safer.

2016-17 Review

Annual Victims Experience Report

According to an in-depth independent study published in June 2016 by the Institute for Public Safety, Crime and Justice (IPSCJ), 90% of victims were satisfied with the way they are treated by Northamptonshire Police.

The Annual Victims Experience report, however, highlighted a number of key areas which the Force needs to address in its continuing journey to improve the experiences of victims. The report, commissioned by the Office of Police and Crime Commissioner, and compiled by the University of Northampton's IPSCJ is based on surveys conducted across a broad demographic of almost 2,500 victims of burglary, vehicle crime, violence, anti-social behaviour (ASB) and hate crime. Key findings from the report showed that:

- 77% of victims remain satisfied with the overall service provided by Northamptonshire Police, although it is a fall of 7% on 2014-15;
- 90% of victims were satisfied with the way they were treated by police officers and staff;
- Victims of Anti-Social Behaviour (ASB) report the lowest level of satisfaction with the overall police service at 71%; a 15% reduction on 2014-15. Being properly kept informed of progress is a particular issue for victims;
- Four in ten victims are 'repeat victims', having experienced a similar crime or incident in the last twelve months, and this group is more likely to report 'high' impact of

victimisation in their daily lives; and

- In addition, keeping victims informed of progress in their cases remains a "significant issue" with two-thirds (66%) expressing satisfaction; a drop from 74% in the previous reporting period.

A number of recommendations came out of the report, including the need to develop a long-term strategy to improve communication with victims at all points of the process. When police do not attend incidents, evidence suggests this is a significant factor in influencing public satisfaction and more needs to be done to explain to victims why such a decision was taken and to reassure them it is being taken seriously. This is already being addressed by the Force and is being built into the new Service Delivery Model.

This Victims Experience Report was commissioned to ensure that we are listening to victims of crime and adapting as necessary to deliver the help and support that people need from their police and victims support services. Supporting victims of crime – who have entered the criminal justice system through no fault of their own – is at the heart of everything the Police and Crime Commissioner does and this report has given us valuable feedback as to what we need to do to better support people. We will continue to work with Chief Constable Simon Edens and his team to make sure we are listening to people's concerns so that we can make progress in these areas.



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Her Majesty's Inspectorate of Constabulary (HMIC)

In August 2016, Her Majesty's Inspectorate of Constabulary (HMIC) made the welcome decision to update Northamptonshire Police's status.

Under our leadership, Northamptonshire Police have moved from stage three of the HMIC monitoring process – a level of scrutiny the Force had been under since January 2013, where operations are overseen by the Crime & Policing Monitoring Group – to stage one routine monitoring that applies to all Forces.

The de-escalation of scrutiny followed the meeting of criteria set by HMIC for the Force to reach “a plateau in levels of violence against the person, with no adverse crime trends elsewhere”. The result came almost a year to the day after Chief Constable Simon Edens took over the helm of Northamptonshire Police.

Chief Constable Edens and the PCC share a desire to deliver an outstanding police service for the people of Northamptonshire and we are delighted that HMIC can see that the Force is making real progress. We remain determined to lay solid foundations on which we can build long term and sustainable performance improvements as we aim to make Northamptonshire safer.

Public Perceptions Report

The Public Perceptions report, commissioned by the Office of Police and Crime Commissioner and published by the University of Northampton's Institute for Public Safety, Crime and Justice, found that 80% of people in Northamptonshire believe the police are dealing with the issues that matter most to the local community.

The report also found that the top policing priority for citizens in the county was speeding and dangerous driving, followed by the need for police visibility and parking issues.

The survey, which gathered the views of over 4,000 residents across a broad demographic, contains a number of recommendations to increase public confidence in the work of the police service. Nearly three-quarters (71%) of residents consider Northamptonshire Police to be doing an 'excellent' or 'good' job, while 73% feel that they can rely upon the Police when needed. However, over half of survey participants think the police could be more effective in tackling crime if they increased foot patrols. It is important to note however that visibility and reassurance remain key parts of the Force's neighbourhood policing model.

We are committed to listening to the people of Northamptonshire to ensure we are delivering a service that makes them feel safe in their communities and confident in the work Northamptonshire Police undertakes on their behalf. Already we have implemented a number of measures such as reviewing Community Connect and implementing a new Service Delivery Model which will see local resources being dedicated to local communities. A great deal of work has already been undertaken and this report will undoubtedly play an important role in helping to better inform the priorities of the office over the next four years.

A copy of the report can be downloaded by clicking [here](#).

2016-17 Review

Investing in the Frontline

Ensuring the priorities and concerns of local residents are reflected in the work both the OPCC and the Force undertake is vitally important.

During the consultation phase to draft the Police and Crime Plan, we heard from nearly 2,000 citizens across Northamptonshire. This enabled us to identify the four key strands that will govern the strategic direction for policing in the county over the next four years.

- Keeping young people safe
- community partnerships
- protecting people from harm
- putting victims at the heart of justice

Having analysed the large amount of data we collected from residents, the PCC was determined to ensure the Force had all the available resources it needed. After considering the evidence and a request for more resources to meet operational needs, the PCC increased the amount of funding available

to Chief Constable Simon Edens. Our county is one of only a small number to have increased the number of officers on the frontline over the past year.

This investment comes at the same time as the Force has been finalising their new Service Delivery Model (SDM), which will be their blueprint for achieving the PCC's ambition of delivering a safer Northamptonshire. This work will have long term consequences for our county and we were pleased to be able to support this through the allocation of additional resources.

This move is part of a £4 million investment in real terms we have made into frontline policing, to help the Force to fight emerging crime types, such as online crime, and to aid prevention through early intervention work. Funding for policing is stretched to its maximum across England and Wales, however the PCC has always been determined to invest as much as possible in to frontline policing and has made a number of changes, which has allowed for this extra investment into policing.

Supporting local refuges for victims of crime

Local domestic abuse charities and refuge centres in the county, which have been operating with the use of government funding, were recently left with a shortfall due to money promised from the Department for Communities and Local Government not being released.

In order to ensure that these services remain available for residents of the county, the Office of Police and Crime Commissioner, along with Northamptonshire's seven district councils and the County Council, contributed towards a

bridging loan of £138,000 which will be used to plug financial gaps in the short-term.

We are committed to ensuring that we do everything we possibly can to protect vulnerable people and victims of crime, which is why we were happy to agree this bridging loan alongside our partners at the district and county councils, to ensure these crucial facilities remain able to support those in need of refuge. Work is ongoing with partners to look at more sustainable ways of funding important facilities like these so they are less reliant on governmental monies.

2016-17 Review

Supporting victims of domestic abuse

Supporting victims of domestic abuse and helping them report abusive partners to the police is a key priority for the Police and Crime Commissioner.

Working in partnership with Northamptonshire County Council (NCC) and partners, we successfully acquired over half a million pounds of funding from central government to support victims of domestic abuse in the county.

Announced on the European Day for Victims of Crime and at the same time as #MyVoice week – which aims to raise awareness of the free, confidential advice available to victims and witness of crime in Northamptonshire – the award of £590,312 provides Northamptonshire with a major boost that will significantly increase the amount of support available to those escaping violence in the home.

It is estimated that the grant will help to directly support over 850 victims of crime during the next two years, while providing advice for an extra 1,000 vulnerable people, through the recruitment of extra staff to provide much-needed refuges for those escaping abuse in Northamptonshire.

The additional funding will help to create:

- A new, bespoke male refuge to support 68 male victims of domestic abuse;
- 15 extra safe places of accommodation to support approximately 60 women and their children;
- Support for 132 people with complex needs, including residential and community placements;
- Additional security measures in 300 properties across the county;
- Assistance to an extra 300 women and children who are in need of help and support; and
- Advice for 1,000 vulnerable people in the county.

The bid was put together by the OPCC and NCC in conjunction with Eve, Northampton Women's Aid, Northamptonshire Sunflower Centre, Borough Council of Wellingborough, Corby Borough Council, Daventry District Council, East Northamptonshire Council, Kettering Borough Council, Northampton Borough Council, South Northamptonshire Council and Northamptonshire Police.

This money will help to protect some of the most vulnerable people in our county and the PCC would like to thank the passionate team of people who personally worked on the bid to secure funding – it will genuinely change the lives of people in the Northamptonshire.



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Casework

The Police and Crime Commissioner for Northamptonshire holds the Chief Constable to account on behalf of almost three quarters of a million residents.

As the role of PCC has become more established, an increasing number of residents now contact the OPCC office directly, to help them with a wide range of issues relating to the either the Force or the wider criminal justice system. In addition to the large number of invitations and diary requests, casework is received through phone calls, emails or letter. Most of the casework we receive involves the office dealing with our colleagues in the Force and can often involve complex and long standing issues that are not easily resolved. The small Governance Team that deals with casework undertakes this important role in a very professional and sympathetic manner.

In addition to casework, The PCC undertakes weekly visits to districts in the county to meet directly with residents, local groups and communities. He has found these visits to be very useful as they help to reinforce the direct link between local residents and his role in holding the Chief Constable to account on their behalf. As part of these weekly visits, the PCC also meets with local police teams and officers to learn more about their work and how he can support them as their Police and Crime Commissioner.

[Further details of the work undertaken, including the visits and meetings the PCC has undertaken as Police and Crime Commissioner can be found by clicking here.](#)

Issue	Number of Cases
Complaints against the Force	121
General enquires	90
Traffic Issues	78
Invitations	65
Request for Operational Assistance	53
Anti-Social behaviour	48
Reporting Crime	21
Force Estate	17
Police visibility	15
Requests for funding	14
Rural Crime	12
Wanting assistance with the criminal justice system	8
Request for Compensation following damage	3
Hunting	3
DBS Delay	2
Complaints about Voice	2
Total	552



2016-17 Review

Holding the Chief Constable to account

While PCCs are responsible to the public for the overall policing within their Force area, they cannot tell a constable, including the Chief Constable, how to use their police powers.

The police are operationally independent at all times and will answer to the law and courts when carrying out their police powers. A PCC holds the Chief Constable to account for the performance of the Force and sets the strategic direction for the Force in their area.

Chief Constables will also answer to their PCC for the day-to-day financial management of the Force and for arranging the Force's responsibilities in terms of national operations and emergencies. The Chief Constable will manage all complaints against the Force, its officers and staff (except those related to the Chief Constable) and makes sure that the PCC is kept informed so that they can carry out their legal obligations in relation to complaints. Serious complaints and matters to do with conduct must be passed to the Independent Police Complaints Commission (IPCC) in line with legislation.

The concept of a Chief Constable being accountable to the PCC does not mean that he or she is not independent of the commissioner. The relationship between the two offices is not a simple hierarchical arrangement. The policing protocol allows for flexibility and judgement within Force areas. A PCC or Chief Constable does not have an absolute duty to keep to the protocol but must take it into account and should only stray from it if there is good reason to do so.

The process of formal performance accountability is undertaken through the Accountability Board.

The business of the Board covers:

- A focus on areas of concern in performance and service delivery at a strategic level;
- Discussions between Force and OPCC in respect of strategic budget setting, medium term financial planning and other matters requiring ongoing levels of assurance;
- Strategic consideration of key identified corporate level risks (for Force and OPCC);
- Strategic consideration relating to PCC scrutiny activity.

Members of the Accountability Board are as follows:

- **Police and Crime Commissioner (Chair);**
- **Chief Constable;**
- **From the Office of the Police and Crime Commissioner:** Chief Executive Director of Delivery with responsibility for assurance; Minute-taker;
- **From Northamptonshire Police:** Deputy Chief Constable, Assistant Chief Constable;
- Additional attendees can attend by invite from the Police and Crime Commissioner or Chief Constable, dependent of the matters under discussion

The key principles of this accountability board are:

- Board meetings will be held six weekly.
- Agenda items will be discussed and agreed with the Force at an agenda setting meeting (week 1).
- From the agenda setting, the OPCC will provide clarity in the form of a written notification of the matters that require a response at the board. This will include specific questions to be answered where this is required and the form in which this needs to be delivered (verbal/written).
- The meeting will be serviced by an agenda.
- Key discussions and decisions will be recorded via minutes.
- Records of these board meetings will be published on the OPCC website.
- Administration of these meetings will be undertaken by OPCC.

Part of the support mechanism for the accountability board will be a schedule of assurance. This will be a document agreed by the Force that identifies matters that will require regular formalised updates to be provided to the Police and Crime Commissioner, as part of the assurance and accountability process between them.

[Further details of the work of the Accountability Board can be found here.](#)

2016-17 Review

Blue Light Integration

The Policing and Crime Act, which received Royal Assent on the 31st January 2017, will enable PCCs to take over the governance from Fire and Rescue authorities where a local case is made.

In Northamptonshire, we have led nationally in developing a more integrated way of working between the Force and the Fire and Rescue Service. This work is ongoing and we are in the process of finalising our business case to take advantage of the opportunities this Act presents.

The business case is based on analysis of all the options available within the Policing and Crime Act 2017, namely:

- The duty to collaborate between the emergency services
- The ability for the PCC to take a seat on the Fire and Rescue Authority
- The ability for the PCC to put forward a business case to take on the governance of the fire and rescue service but keeping the police and fire and rescue as separate organisations
- The ability for the PCC to put forward a business case to take on the governance of fire and rescue and create a single organisation with a single chief officer between police and fire and rescue.

In Northamptonshire, the business case will put forward the case for the change of governance but keep police and fire and rescue as separate organisations.

The benefits in the business case include:

- Single directly elected individual and therefore greater accountability to the public
- Greater transparency through a specific Fire and Rescue Council Tax Precept and separate budget
- Single strategic vision for the two services aligning more resources to keep Northamptonshire safer
- More expeditious decision making processes enabling greater progress on delivering more efficient and effective services to the public
- Greater protection of the Fire and Rescue Service through a specific grant for fire and rescue being provided to Northamptonshire that can only be spent on fire and rescue functions as opposed to the current arrangement.

There will be consultation on the business case during June and July 2017 with the intention of submitting a final business case to the Home Secretary later in 2017.



2016-17 Review

Crime and Disorder Reduction Grants

The PCC, has the ability to offer Crime and Disorder Reduction grants to organisations that are delivering against objectives within the Police and Crime Plan.

During 2016/17 we focused on setting up a new approach to grant making to ensure that local groups and organisations are able to easily apply for and access funds to support their work. Such grants are also important as it is often the case that a small amount of money can deliver huge improvements in our local communities.

Our new approach will see us working through the Northamptonshire Community Foundation to provide grants

to communities and groups that are delivering against the priorities as set out in the Police and Crime Plan. Going forward, on an annual basis the PCC and the Chief Constable will be making £100,000 available through this route. This funding will include the Police Property Fund, money raised through the Proceeds of Crime Act, with direct funding provided by the OPCC.

This funding is available to any group or organisation which can prove that their initiative will meet the objectives within the Police and Crime Plan. More information can be found on the Northamptonshire Community Foundation website at: www.ncf.uk.com

Early Intervention

Responding to the needs of individuals, children and families at the earliest opportunity to reduce harm and risk and lessen the likelihood that people will become victims or perpetrators of crime is an essential element of the Police and Crime Plan.

To have an effective influence on early intervention approaches within the county it is essential that the police work closely with partners across the county to share information and identify the right support for people, at the right time.

Nicci Marzec, Director for Early Intervention, leads this area of work and works closely with partners at a strategic level within the county to shape cross sector approaches to work earlier with children, young people and families, and to develop a long term strategic vision that partners across the public, statutory and voluntary sector can commit to.

The work will also consider alternative approaches to working with children, young people and families at a community level and through adult focused services to provide appropriate, timely support to prevent escalation of risk and need.

Nicci has a strong background in partnership working and in commissioning and managing services which support children, young people and families and vulnerable adults and provides the OPCC with the expertise and capacity to influence the development of services at a county level. Since her appointment Nicci has focused on supporting existing local initiatives to improve partnership working between the police and partners at an operational level and with partners at a county level to identify key priorities for joint focus and investment. This commitment is also shared by the Force which has already identified resources to support it.

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Regional Collaboration

The East Midlands policing region covers Northamptonshire, Derbyshire, Leicestershire, Lincolnshire and Nottinghamshire and has a long history of effectively collaborating with each other on a range of operational issues.

These collaborations have helped to provide efficiencies and allowed greater resilience and effectiveness in delivering a range of services that assist Northamptonshire Police in making Northamptonshire Safer. Various these arrangements include all five forces or a smaller number of between three and five.

Some of these arrangements include:

- **East Midlands Specialist Operation Unit** – this is a collaboration that includes major crime, homicide investigation and serious and organised criminality and groups

- **East Midlands Operational Support Services** – this is a collaboration across four East Midlands Forces, relating to firearms, roads policing, dogs and other specialist tactical services,
- **EMCHRS** – a collaboration relating to human resources and learning and development
- **East Midlands Criminal Justice Services** – a collaboration in relation to post charge case and file building and other aspects of criminal justice system support.

With the exception of a few metropolitan forces, most forces across the country collaborate on key functions. We have shown in the East Midlands that collaboration can deliver real efficiencies while ensuring each force has access to specialist operational services such as Firearms, Counter Terrorism, Forensics and Intelligence. All five PCCs across the region are committed to looking at areas where collaboration will help deliver a more efficient and/or effective policing service and we are determined to ensure Northamptonshire benefits from the collaborations.

We are committed to ongoing consideration of further collaborations, whether with other forces in the East Midlands region, or elsewhere or even with agencies other than police forces. This will only happen where it can be demonstrated that there are benefits for the people of Northamptonshire and such arrangements will increase effectiveness; make processes more efficient; or provide savings to be reinvested in other areas requiring investment.

During this year, work has been undertaken to scope opportunities in relation to a number of areas of business including; further integration of human resources, finance, and delivery of information technology services. We have also supported exploration of a number of operational collaborations such as forensic services, high-tech crime and cyber-crime and will continue to support as long as the criteria mentioned above are met.

While collaboration brings advantages to both Northamptonshire and the wider region, we have been very clear that local policing will remain local, and that all collaboration agreements will be kept under review to ensure that efficiencies are maintained to help underpin front line policing in our county.



2016-17 Review

Digital Transformation

It was clear to us that IT and digital technology was one area in which the Office of the Police and Crime Commissioner could work closely with the Force to help review and improve how digital technology is used.

This collaborative work is a cornerstone of the Police and Crime Plan as it is vital we maintain a strong focus, particularly as threats of online and cyber-crime are evolving daily.

Key to this work is Simon Clifford who is the Director Technology and Digital Transformation. It has become increasingly evident that one of the main hurdles to making Northamptonshire safer is the difficulty we seem to have in sharing information easily between agencies. This was highlighted by a recent visit to a key partner in the local criminal justice system where it became apparent that outdated IT systems and procedures could undermine collaborative work, which is essential to ensure that vulnerable people do not get lost within the system.

As the first Director for Digital Transformation and Technology, Simon provides the OPCC with much needed capability to highlight areas where the Force could strengthen its use of IT, and how innovative and proven technological solutions can help improve the performance of the Force and the wider local

criminal justice system.

By taking time to understand police business processes and the technology used to support them, we have been able to identify key areas on which we can build technological transformation.

Key areas of strategy focus:

- Cloud computing and data storage solutions
- Enterprise-grade infrastructure and network
- Identification of key partnerships – suppliers, systems integrators
- Enterprise resource planning and management enhancement through MFSS
- Contact management and public engagement (channel shift)
- Identification of new technologies to assist digital investigations and intelligence gathering capability

Both local and regional IT strategies have been produced in draft form to set out the new strategic technology implementation priorities and timelines for each of the next four years, while at the same time taking account of adjacent and enabling national, regional, Tri-Force and local programmes.



2016-17 Review

Budget 2016-17

The PCC is the recipient of all funding, including the police grant from the government and funding raised by the Council Tax precept, related to policing and crime reduction.

How this money is allocated is a matter for the PCC, except in relation to a small number of specific grants, such as those for counter-terrorism. The PCC consults the Chief Constable who may provide professional advice and recommendations.

Shortly after being elected, the PCC set out his commitment to ensuring the Office of Police and Crime Commissioner is as efficient as possible and that we have the maximum

amount of money available to go directly towards making Northamptonshire safer. For example, we have been able to make a number of savings around the decision to no longer fund the Office for Faith Based and Community Initiatives and we have changed how the Institute for Public Safety, Crime and Justice is funded. Evidence based demand analysis has also meant that when the Chief Constable requested more resources to undertake operational policing under the new Service Delivery model, we were able to support this request, however the PCC has made it clear that he expects this investment, made on the back of our efficiencies, to pay real dividends in improvements to front line policing and Force performance.

Spending OPCC and Force	2015-16 £000	Change £000	2016-17 £000
Gross Budget 2015-16	127,137		127,137
Inflation			2,689
Commitments			2,643
Growth			0
Previously approved savings			-386
New proposed savings			-7,579
Gross Budget 2015-16	127,137	-2633	124,504
Income	-7,528		-7528
Specific Grants	-752		-752
Contribution to reserves			
General Reserves	123	-123	0
Initiatives Fund	1,000	-90	910
Capital/Transformation Reserve		+4,861	4861
Net Budget	119,980	+2,015	121,995

OPCC Budget 2016 – 17

The revenue budgets directly managed by the Commission in 2016-17 were:

- The Office of the Police and Crime Commissioner
- Commissioning
- The Institute for Public Safety, Crime and Justice
- The Office of Faith Based and Community Initiatives
- Public Involvement

Spending	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000
OPCC directly controlled	3,909	3,792	3,678	3,568	3,461

A summary of the spending proposals for 2016-17 compared to the approved budget for 2015-16 are set out below.

Spending	2015-16 Budget	Budget Transfers £000	Pay, Inflation £000	Growth £000	Savings £000	2016-17 Budget £000
OPCC	2,166	(598)	63	254	(448)	1,437
OFBCI	271	2	3	7		283
IPSCJ	520					520
Commissioning	1,669					1,669
TOTAL	4,626	-596	66	261	-48	3,909

An analysis of these sums analysed over staff and other expenditure, and income, is shown below, together with staffing numbers.

Spending	FTE	Staff £000	Other £000	Gross £000	Income £000	Net £000
OPCC	22.3	1,281	338	1,662	-225	1,437
OFBCI	1.0	64	219	283		283
IPSCJ			520	520		520
Commissioning			2,421	2,421	(752)	1,669
TOTAL	22.3	1,345	3,541	4,886	(997)	3,909

2016-17 Review

Review of the Special Constabulary

The Special Constabulary provides an invaluable additional resource to policing in the county. A Special Constable is a volunteer police officer, who has vested in them all of the powers of a regular officer. They work both in support of regular officers; with other Special Constables; or independently.

In the last year Special Constables contributed well in excess 100,000 hours of operational policing across the county, assisting in making Northamptonshire a safer place to live and work. That's 100,000 hours of policing that wouldn't have been undertaken without members of the community volunteering their time to protect our citizens.

A programme of work currently exists to oversee Specials and Volunteers to ensure they are utilised effectively. I have ensured that there have been a number of advancements in the way that Special Constables are recruited, trained, deployed and utilised as an integral part of operational policing in Northamptonshire.

There has been a strong focus on operational activity, contributions made and value added by the Special Constabulary.

Changes have been made to recruitment processes to ensure better training is provided which allows Special Constables to be in a position to patrol independently sooner, allowing for increases in visibility and to effectively undertake a wider range of activity. These are, we believe, significant steps forward. However, there is much more that can be done to provide, on an ongoing basis, appropriate training and equipment to enable Special Constables to offer an ever-increasing range of services to local communities, especially in support of local neighbourhood policing. Looking forward, we believe they will play an ever important role in helping to deliver a safer Northamptonshire.

Not only do Special Constables make a valuable contribution to frontline policing, they also provide greater integration with local communities, giving invaluable insight into local issues. New legislation will also allow police support volunteers to be given certain powers by the Chief Constable allowing them to play a greater part within the organisation. Previously volunteers either had to swear in as fully warranted officers as Special Constables, or assist within voluntary roles where they were unable to be given any powers at all; the new legislation paves the way for developing a more dynamic voluntary cohort alongside the Special Constabulary. Both the OPCC and the Force are currently exploring options around new voluntary roles which will add value to the organisation under the new legislation.



2016-17 Review

Victims and Witnesses of Crime

The Office of Northamptonshire Police and Crime Commissioner assumed the statutory responsibilities for commissioning support for Victims and Witnesses of Crime in October 2014. Voice, the Victim and Witness Service for Northamptonshire was developed as a result.

As the Police and Crime Commissioner for Northamptonshire, Stephen Mold is determined that the services we offer to victims and witnesses of crime are seamless and can meet the different needs of communities across our county. It is vital that every victim is provided with the support they need to cope, recover and thrive.

In the last 12 months Voice has:

- supported over 15,000 people of all different ages from all different backgrounds;
- provided nearly 3,000 hours of practical support to help citizens following crime; and
- spent close to 2,000 hours listening to people and providing emotional support.

Victims were asked about their experiences of Voice in January 2017 and two thirds were satisfied with the services they receive. Particular praise was given by victims who were supported by the

Children and Young People and Road Harm services.

The consultation highlighted areas for improvement including raising awareness of the services offered by Voice. Existing contracts for Voice are coming to an end and therefore the OPCC is recommissioning services to better meet the needs of victims and witnesses, using the consultation to inform the design of the services.

As we move forward, we are looking to provide a solution to case management that links better into police systems but also onwards into partnership case management systems where the victim needs support from other organisations. We are also looking to create premises that provide a victims hub that enables more of a one stop shop for the victim, with room for other partners.

These changes will mean that there is greater certainty over the service provision over the medium term, as there will be no requirements for procurement processes at the end of a contract as the organisation will be owned by the Police and Crime Commissioner. This will mean that the future operation of this vital service will not have to be subject to a further procurement exercise and can therefore be more responsive to changing need.



2016-17 Review

Force Demand

The Office of Northamptonshire Police and Crime Commissioner assumed the statutory responsibilities for commissioning support for Victims and Witnesses of Crime in October 2014. Voice, the Victim and Witness Service for Northamptonshire was developed as a result.

Northamptonshire Police, like Forces across the country, faces the prospect of trying to meet ever greater, changing and complex demand against a backdrop of decreasing resources. This has necessitated the need to challenge and question outdated or inefficient methods of working to ensure that we can deliver a safer Northamptonshire.

This pressure was very evident throughout 2016/2017 as Northamptonshire Police had to deal with the ever increasing demands being placed upon it, whilst addressing a number of institutional weaknesses that were holding back performance.

The Force was subject to a number of inspections from Her Majesty's Inspectorate of Constabulary, including the National Police Efficiency, Effectiveness and Legitimacy Inspection (PEEL) Inspection. The Force was graded as good for its efficiency and legitimacy and required improvement in a number of areas in its effectiveness. Looking forward, we are ensuring that there is in place a robust plan to address these issues and that we continue

to make positive improvements in the way the Force and my office provide services to local people.

Since taking office the PCC has challenged the Force to determine the number of frontline and back-office staff that it requires to deliver against its current and projected future demand. As a result of this the PCC provided the Chief Constable with the financial resources to employ 46 additional frontline staff and these will be incrementally recruited over the coming months.

We are very aware of the fact that the manner in which the Force answers calls for assistance is of interest to many residents. The Force has continued to answer in the region of 90% of 999 calls in less than 10 seconds and average answering time is 4 seconds.

With regard to 101 non-emergency calls, 80% are answered in 30 seconds and subject to a human intervention that undertakes a triage process. This process ascertains whether a crime or incident might be in progress; whether a caller is vulnerable; or an immediate response is required.

We recognise that there is more to do in this area and we have challenged the Chief Constable through the formal Accountability Board process to bring further improvements, within the resources that are available to facilitate this activity.



2016-17 Review

Independent Custody Visitor scheme

The Northamptonshire Police and Crime Commissioner has a statutory duty to operate an effective Independent Custody Visiting (ICV) Scheme.

This scheme allows for volunteers from the local community to observe, comment and report on:

- the welfare of detainees
- that detainees are receiving their rights and entitlements
- that the conditions that detainees are being held in are satisfactory.

The scheme provides independent scrutiny which offers mutual protection to detainees and the police, and reassurance to the community. There are 19 ICVs in Northamptonshire. Seven new ICVs were recruited to the scheme during the last performance year.

The custody facility at Corby Police Station and the custody facility in the Criminal Justice Centre in Northampton are each visited at least once a week, where ICVs speak with detainees being held there. Between 1st April 2016 and March 2017, 110 custody visits took place.

ICVs ask detainees a number of questions to check their welfare and that they have received and understood their rights and entitlements. Of the 930 detainees being held in custody during their visits during the performance year, 496 detainees were seen and spoken to. 341 were not available to receive a visit (in interview, asleep, intoxicated, seeing the doctor or their solicitor) and 37 refused a visit when offered. Of the detainees available to receive a visit, 93% were seen. 84% of visits took place during a weekday and 16% took place throughout a weekend.

ICVs report any concerns raised by detainees to custody staff and to the Commissioner's office. The Scheme Manager in the Commissioner's Office liaises with the custody management team about any issues that were not able to be addressed at the time, as well as any ongoing patterns or trends. Any serious areas of concern are raised with the Chief Constable by the Police and Crime Commissioner.

Examples of issues raised by ICVs during the last year include: lengthy delays for detainees with mental health issues being transferred to appropriate accommodation, cells out of use due to unacceptable temperature levels and damage and requests for food and drink.

Independent Advisory Groups

Independent Advisory Groups are made up of community representatives who act as a 'critical friend' to appraise policies, practices and procedures by the police and the Police and Crime Commissioner.

Members are also contactable in the case of critical incidents which might affect a locality to offer insight about any community tensions. The OPCC continues to support the Independent Advisory Groups across Northamptonshire.

They cover:

- Northampton
- Kettering and Corby
- Wellingborough and East Northamptonshire
- Daventry and South Northamptonshire

Approximately 40 community representatives met bi-monthly throughout 2016-17 to discuss community issues and police practices.



2016-17 Review Significant Decisions

The Police and Crime Commissioner for Northamptonshire has executive powers to make decisions.

These are set out in the Police Reform and Social Responsibility Act (2011), and the Commissioner is required to publish a record of those decisions. All the Executive Orders signed by the Commissioner between 1st April 2016 and 31st March 2017 are set out below.

- Executive Decision 66 – Estates Strategy – Northern Accommodation Building (Nab) Contract Extension
- Executive Decision 67 – Estates Strategy – Northern Accommodation Building (Nab) – Addition to the Capital Programme
- Executive Order 68- Public Sector Audit Appointments – Appointment of External Auditors with Effect from 2018-19
- Executive Order 69 – Budget and Council Tax Precept 2017-18 and MTFP 2017-22
- Executive Order 70 – Award of a contract for Forensic Services
- Executive Order 71 – Contract for Building Cleaning Services – Extension
- Executive Order 72 – Agreement for Voice Victim and Witness Service
- Executive Order 73 – Agreement for Community Grants with Northamptonshire Community Foundation

From April 2017 onwards, all decisions, including those of significant public interest, will be taken and recorded using a 'Decision Record' which can be viewed by following this link.

2016-17 Review

Looking Ahead

Policing is, by its very nature, a complex and ever evolving undertaking and whilst the Police and Crime Plan sets out the strategic priorities for the next four years, we are cognisant of the fact that demands may change over time.

This is why all Police and Crime Commissioners are required to keep the Police and Crime Plan under review to ensure the strategic priorities we set keep pace with an ever changing world.

The Police and Crime Plan is also essentially a change document and we want the Force to own and deliver the plan, whilst continually improving and enhancing the service they provide to all of our residents. There is no question that when a police response is needed, one will be provided. However, the Police and Crime Commissioner feels it is vital that the priorities of local residents are reflected in the priorities set for the Force and that they receive the service they deserve.

As part of this work to continually review and monitor the work we undertake, it is our intention in the coming financial year to undertake a fundamental review of all spending – both revenue and capital, to ensure that we are deploying our limited financial resources to best effect over the medium term. Like all public sector organisations, it is important that we obtain the best value for money for every pound we spend. Reviewing all capital and revenue spending is an important first step to ensure we achieve this.

Having worked closely with the Chief Constable and his team on the creation of the Police and Crime Plan, the PCC recognises that we are on a journey to achieve the level of service we want to provide. However, we know there needs to be improvements to make our ambitions a reality. The PCC is committed to holding our police service to account around these objectives. Northamptonshire Police has made real strides recently, including improving from a 'requires improvement' rating to a 'good' verdict from HMIC in the area of efficiency; this in addition to a 'good' rating on legitimacy. However, the effectiveness rating is not a level of performance we accept and we continue to liaise closely with the Force to ensure improvements are being made. The PCC supported the Chief Constable with an additional £4 million of funding in real terms to create 46 new frontline roles while the Force

are on the verge of introducing a new Service Delivery Model designed to fix the gaps in service identified by HMIC.

We have sought received assurances from the Chief Constable that this new demand-led operating model will address the issues raised by HMIC, and we are therefore confident that the recommended areas of improvement are being worked on extensively. We will continue to ensure that this is the case and the PCC will personally oversee the Force's work on this on behalf of the public.

We have had a number of conversations with government ministers to lobby them with regard to a fairer funding settlement for Northamptonshire Police. These discussions are ongoing and we have spelt out to them the challenges facing Northamptonshire Police and the need for a new funding settlement to recognise the pressures we face in dealing with large urban/rural areas. The former policing minister is on record as saying he is keen to see the new funding formula work completed, to get in place a fair and transparent formula. The former minister also visited Northamptonshire to meet with police and fire chiefs and find out more about the ongoing collaboration and interoperability between the county's police and fire services, where the PCC, our Force and fire colleagues explained the pressures facing the services and the need for the funding settlement to reflect these pressures.

Our priorities for the next twelve months are:

- Police/Fire governance arrangements
- Updating the Voice service
- Implementing the new Police Complaints system
- Developing clear Estates and Capital Programmes
- Public and Victim Confidence
- Improve and update internal assurance and accountability mechanisms, including the better use of the Joint Independent Audit Committee and other audit functions.

The following table sets out the wider agenda we have planned to deliver in 2017/18 and whilst we have set ourselves a challenging and far reaching work plan. We are confident that the OPCC has the skills, knowledge and energy to successfully deliver the PCC's Police and Crime Plan and help him deliver a safer Northamptonshire.

2017-18 Work Plan

Objectives and Actions

Objective	Specific Deliverable	Actions	Due Date
Child Exploitation	Holistic approach to engaging professionals, parents/carers and YP about vulnerability & exploitation	Negotiate a multi-agency pooled resource for the development of a holistic EI approach to preventing vulnerability to exploitation	Mar-18
Child Exploitation	Holistic approach to engaging professionals, parents/carers and YP about vulnerability & exploitation	Develop a multi-agency age differentiated resource package focussed on raising awareness of the factors and vulnerabilities which can lead to exploitation	Sep-18
Child Exploitation	Holistic approach to engaging professionals, parents/carers and YP about vulnerability & exploitation	Identify training and development needs of professionals across the county to deliver appropriate resources	Sep-18
Child Exploitation	IT Strategy	Develop Education & Engagement Programme	Ongoing
Child Exploitation	IT Strategy	MarkLogic: Enhanced data sharing, search & analytics for MASH	TBC
Early Intervention	IT Strategy	E-CINS: Inter-agency data flow/case management. Refresh, rescope & redeploy	TBC
Early Intervention	Systemic approaches to EI across county	Work with partners to agree, develop and implement new systemic approaches to working across the county to ensure EI occurs at soonest opportunity	Mar-22
Early Intervention	Systemic approaches to EI across county	Develop and pilot new ways of working at lower levels with minimal resource to referral to other agencies	Mar-22
Early Intervention	Systemic approaches to EI across county	Agree roles and responsibilities in relation to Early Help and targeted Support	Mar-19
Early Intervention	Systemic approaches to EI across county	Ensure systemic approaches to Early Help are embedded across the Police Force with a specific focus on priority age ranges (1001 days and adolescents)	Mar-18
Early Intervention	Commissioned Evaluation Framework/Programme	IPSCJ develop an evaluation framework based on outcomes	Sep-17
Early Intervention	Blue Butterfly	Develop concept into differentiated curriculum programme for primary children	Mar-18
Early Intervention	Blue Butterfly	Explore options to register the programme as a trademarked product which can be delivered through franchise across the country	Mar-19
Early Intervention	Emergency Services Cadets	Support the development of the cadet programme to engage YP across the county	Mar-18

Objective	Specific Deliverable	Actions	Due Date
Early Intervention	Emergency Services Cadets	Provide support to the NESC Board and Director to develop the long term strategy and governance arrangements	Mar-18
Early Intervention	Emergency Services Cadets	Explore options for other models of engagement with CYPS	Sep-19
Early Intervention	Magistrate led schools programme	Work with local magistrates in the community organisations to develop a co-ordinated approach to delivering programmes in primary schools	Mar-18
Early Intervention	Magistrate led schools programme	Explore option with the 'Prison Me? No Way' charity to develop a programme for one off investment	Mar-18
Early Intervention	Support to vulnerable YP 14-25	Develop approaches to respond to the needs of vulnerable Yps at risk of ASB, entry to CJS etc through a multi-agency approaches to EI and addressing multiple need in a systemic way	Mar-18
Early Intervention	Bereavement/loss counselling and support for YP	Develop an enhanced pathways and counselling/therapeutic support service for CYPS	Sep-18
Early Intervention	Schools Exclusion Support	To evaluate the outcomes of the 50:50 project in Northampton and the Aspiring to a Better Future programme in Wellingborough	Jun-18
Early Intervention	Schools Exclusion Support	Cross ref outcomes of the 50:50 and Aspiring Better Futures project with outcomes of the Vulnerable Learners support service in East Northants for YPS engaged with the service	Jun-18
Early Intervention	Schools Exclusion Support	Work with MCLP and others to evaluate outcomes of vulnerable learners support service in MCLP primary schools group, to include longitudinal analysis of attainment/attendance over a longer term	Mar-18
Early Intervention	Schools Exclusion Support	Develop options for a longitudinal study of YP referred to the programme	Mar-18

2017-18 Work Plan

Objectives and Actions

Objective	Specific Deliverable	Actions	Due Date
Early Intervention	Hub Pilot	Establish pilot EI Hub on Northampton North East, serviced by dedicated police and NCC resources, to improve the health and wellbeing of children and their families, facilitate their access to advice and support services. Exploiting relationships between schools and vulnerable children/families; to improve engagement through assertive outreach. Multi-agency tasking meetings, to include "Home; School; Street" issues (ASB, MISPERs, DA, etc). Mentoring and other non-commissioned interventions, inc Blue Butterfly; Project Redemption; Restorative practices; Roots of Empathy. Independent evaluation by Institute of Public Safety, Crime & Justice.	Mar-18
Early Intervention	Hub Pilot	Develop more effective ISA to support locality partnership working	Mar-18
Early Intervention	Hub Pilot	Develop an integrated approach to data collection and performance monitoring to improve the range of business intelligence available to the public sector in order to demonstrate the need for joint business intelligence functionality and tasking arrangements.	Mar-18
Early Intervention	Hub Pilot	Development of the PCSO role as 21st Century Public Servant - develop skills and interventions to support successful partnership delivery and to prevent risk and harm for families and children.	Mar-18
Early Intervention	Hub Pilot	Roots of Empathy Programme - roll out programme to primary schools across the county as a PCSO supported intervention.	Mar-19
Early Intervention	Police response to families in crisis	Improved response to DA incidents - front line and control room	Mar-18
Early Intervention	Police response to families in crisis	Development of ACE aware practitioners	Mar-18
Early Intervention	Police response to families in crisis	Restorative techniques - family conference	Mar-18
Early Intervention	Police response to families in crisis	Risk and cognitive bias for training officers and staff	Mar-18
Early Intervention	Police response to families in crisis	Develop clear pathways to victim's, children's and perpetrator services	Mar-18

Objective	Specific Deliverable	Actions	Due Date
Early Intervention	LAC Protocol	New SLA adopted by Children's Homes	Mar-18
Early Intervention	LAC Protocol	Review of data to understand disparity of outcomes, biases and opportunities - all LAC	Sep-18
Early Intervention	LAC Protocol	Review Policy on incident/ crime recording in children's homes. Development of non-punitive outcomes for low level offending in children's homes	Mar-18
Early Intervention	LAC Protocol	Encourage adoption of restorative techniques for crime and non-crime incidents in children's homes	Mar-18
Early Intervention	Care Leavers	Improving support and criminal justice responses for care leavers to improve future life chances	Mar-18
Early Intervention	Care Leavers	Undertake analysis of current high harm and demand 18 - 24 year olds via Police TNM to establish overlap with leaving care.	Nov-17
Early Intervention	Initial contacts in CJS	Needs assessment of young people or parents of young people in police custody to determine causes of offending, exposure to ACEs etc.	Mar-18
Early Intervention	Initial contacts in CJS	Analysis of NCC BIPI data of young people in custody suite (including voluntary attendance)	Nov-18
Early Intervention	Initial contacts in CJS	Development of health and safeguarding checks to inform diversion or charge and subsequent signposting to relevant services, eg Family Services, Substance Misuse support, YOS PADS etc.	Mar-18
Early Intervention	Initial contacts in CJS	Explore options to enhance the model of commissioned appropriate adults to include appropriate assessment and signposting	Mar-18
Early Intervention	Prevention and Diversion Scheme (PADS)	Introduce PADS triage for all first time offending	Mar-18
Early Intervention	Non-crime disposal options	Develop non-punitive outcomes where it would be inappropriate to criminalise and influence future DBS checks	Mar-18
Early Intervention	Improve support for IOM Offenders Children's	Improve support through development of ACE aware practitioners, improved engagement with Children's centres, Early Help and appropriate services	Mar-18

2017-18 Work Plan

Objectives and Actions

Objective	Specific Deliverable	Actions	Due Date
Early Intervention	Develop pilot approaches to working with YPs at CSP level to address priorities on ASB, crime and vulnerability	Develop pilot initiatives to engage YPs in activities to reduce involvement in crime, ASB	Mar-18
Early Intervention	Develop pilot approaches to working with Young People at CSP level to address priorities on ASB, crime and vulnerability	Develop specific targeted approaches to Young People who are identified as vulnerable to exploitation	Mar-19
Early Intervention	Develop and pilot new approaches to addressing Health and Wellbeing of homeless and street drinkers	Work with Corby, Kettering and Northampton to pilot new approaches	Mar-18
Online Safety	IT Strategy	Develop Education & Engagement Programme	Ongoing
Accessibility & Visibility	Effective engagement of cadet Force in community initiatives	Effective management and support to cadets board, cadets activity to be aligned to Police and Crime plan	Oct-17
Accessibility & Visibility	increase use and spread of volunteers	Revise volunteers agenda and spread of volunteer roles, ensure better management arrangements exist	New plan for Oct 17
Accessibility & Visibility	Work with Institute on shared method of success and evaluation	New evaluation framework, Commission academic research	Jul-17
Accessibility & Visibility	Communications Strategy	Develop draft communication strategy	Jul-17
Road Safety	Review Op Fix It	Meet with Fix It team, review progress in 16/17, review allocated spend and decide on future funding streams	Jun-17
Road Safety	Support delivery of Fatal Four activities	Review current processes, consider alternatives, commission new services if needed	Dec-17
Road Safety	Education programme to alter driver behaviours	Meet key partners, draft education programme, publish programme, deliver actions	Jan-18
ASB & Hate Crime	ASB Strategy	Review delivery plan	Apr-17
ASB & Hate Crime	Hate Crime Strategy	Review and kick start delivery	Apr-17
Domestic & Sexual Abuse	IT Strategy	E-CINS: Inter-agency data flow/case management. Refresh, rescope & redeploy	TBC
Modern Slavery & Human Trafficking	Ensure effective support mechanisms in place for victims	Maintain effective ongoing provision	Nov-17

Objective	Specific Deliverable	Actions	Due Date
Modern Slavery & Human Trafficking	Education and awareness	Develop public awareness campaign of trafficking and slavery	Nov-17
Drugs, Alcohol & Mental Health	Alcohol	Refresh strategy (to include below actions) and governance	Jun-17
Drugs, Alcohol & Mental Health	Alcohol	Refresh alcohol harm and lower level drugs groups	Sep-17
Drugs, Alcohol & Mental Health	Alcohol	Force Month of action on underage sales	TBC
Drugs, Alcohol & Mental Health	Alcohol	Lobby for formal inclusion of Public Health in licensing objective	TBC
Drugs, Alcohol & Mental Health	Alcohol	Co-location of licensing and trading standards	TBC
Drugs, Alcohol & Mental Health	Alcohol	Alcohol Treatment/Vulnerability Centre	TBC
Drugs, Alcohol & Mental Health	Alcohol	Student Strategy linked to new UoN	TBC
Drugs, Alcohol & Mental Health	Alcohol	Club Host/Guardian Scheme - India Protocol	TBC
Drugs, Alcohol & Mental Health	Alcohol	Lobby for more effective powers to manage NTE	TBC
Drugs, Alcohol & Mental Health	Drugs/Alcohol	Drug/Alcohol problem solving court	TBC
Drugs, Alcohol & Mental Health	Drugs/Alcohol	Re-commission Treatment and Recovery Services	Feb-18
Drugs, Alcohol & Mental Health	Alcohol	Preventative/Educative Schemes	TBC
Drugs, Alcohol & Mental Health	Alcohol	Review Best Bar None	Jun-17
Drugs, Alcohol & Mental Health	Alcohol	Next stages of AAMR	TBC
Drugs, Alcohol & Mental Health	Alcohol	Street drinking reduction	TBC
Drugs, Alcohol & Mental Health	Drugs	Operations (police/trading standards) to impact on supply	TBC
Drugs, Alcohol & Mental Health	Drugs	Develop a County Drugs Reduction and Prevention Strategy	Jun-17
Drugs, Alcohol & Mental Health	Drugs	Engagement campaign with the public	Apr-18
Drugs, Alcohol & Mental Health	Drugs/Alcohol/MH	Develop strategy for custody healthcare	Apr-17
Drugs, Alcohol & Mental Health	Drugs/Alcohol/MH	Specification for custody healthcare	Jul-17
Drugs, Alcohol & Mental Health	Drugs/Alcohol/MH	New contract live	Apr-18
Drugs, Alcohol & Mental Health	Mental Health	Engagement with victims/offenders/workForce to shape actions	Oct-17
Drugs, Alcohol & Mental Health	Mental Health	Explore ways to bring in MHTR in Northants	Apr-18
Drugs, Alcohol & Mental Health	Mental Health	Force Internal focus including boards/staff survey	Apr-17
Drugs, Alcohol & Mental Health	Mental Health	Explore Hampshire SIM model for Northants	Jun-17

2017-18 Work Plan

Objectives and Actions

Objective	Specific Deliverable	Actions	Due Date
Drugs, Alcohol & Mental Health	Mental Health	Engagement of staff in health and wellbeing	Mar-18
Protecting People From Harm	IT Strategy	E-CINS: Inter-agency data flow/case management. Refresh, rescope & redeploy	TBC
Burglary	Reduced numbers of burglaries and community awareness. Strengthen communities against burglary	Develop crime reduction campaign, / development of reduction materials	Dec-17
Cyber-Enabled Crime	IT Strategy	MarkLogic; Origone	Ongoing
Support to Victims & Witnesses	Re-commissioning Voice	New Chief Exec in post	Aug-17
Support to Victims & Witnesses	Re-commissioning Voice	Go Live	Oct-17
Support to Victims & Witnesses	Re-commissioning Voice	Trauma service	Oct-18
Support to Victims & Witnesses	Force marketing/training	Force expectations spec	Sep-17
Support to Victims & Witnesses	Force marketing/training	Communications plan	Jul-17
Support to Victims & Witnesses	Specialist Services	Develop model with partners	Sep-17
Support to Victims & Witnesses	Specialist Services	Paediatric SARC Specification agreed with NHS E	Jul-17
Support to Victims & Witnesses	Specialist Services	Paediatric SARC Re-commissioned	Apr-18
Support to Victims & Witnesses	Specialist Services	Adult SARC Specification agreed with NHS E	Jul-17
Support to Victims & Witnesses	Specialist Services	Adult SARC Re-commissioned	Apr-18
Support to Victims & Witnesses	Victim Journey	Develop an audit process from report to support	Oct-17
Support to Victims & Witnesses	Victim Surveying	Embed new approach	Aug-17
Swift and Sure Justice	Young Adult Court Pilot	Development of detailed model	Nov-17
Swift and Sure Justice	Live Links	Exploration of best approach	Jun-17
Swift and Sure Justice	Live Links	Alternative approaches via O365 Suite (Skype for Business)	Ongoing
Swift and Sure Justice	GPS Pilot	Monitoring of progress via BeNCH	On going
Swift and Sure Justice	IOM	Get in place effective governance of IOM with a new strategy	Jun-17
Swift and Sure Justice	Out of Court Disposals	Review scrutiny arrangements to ensure fit for purpose	Sep-17
Swift and Sure Justice	Well'bro Prison	Seek to gain influence on approach	Sep-17
Technology and digitisation	IT Strategy	Discussions ongoing with industry	Ongoing
Data sharing	IT Strategy	E-CINS: Inter-agency data-sharing and case management tool.	Ongoing
Data sharing	IT Strategy	MarkLogic: Enhanced data sharing, search & analytics for MASH	Ongoing

Objective	Specific Deliverable	Actions	Due Date
Data sharing	IT Strategy	Community Connect2	Ongoing
Estates	Estates Strategy	Write Estates Strategy and have it endorsed by the Estates Board	Ongoing
SDM	Public priorities consultations	Delivery of survey to help to evaluate SDM	Mar-18
Local Service Integration	Governance	New board in place	Jun-17
Local Service Integration	Develop Business Case	Business Case	Jan-18
Emergency Services Integration	Governance	Develop business case	Jun-17
Emergency Services Integration	Governance	Public consultation	Jun-17
Force Collaboration	IT Strategy	O365; MarkLogic; Origone; MFSS; Boeing	Ongoing
Value for Money	IT Strategy	Cloud Technologies; O365 Productivity Suite	Ongoing
Value for Money	Forensic Review of Force Budget	Establish the definitive baseline at a detailed level	Mar-17
Value for Money	Forensic Review of Force Budget	Initial allocation of resources to Police and Crime Plan priorities	May-17
Value for Money	Forensic Review of Force Budget	Initial articulation of impact of budget	Jun-17
Value for Money	Capital programme 2017-22	Establish the definitive baseline at a detailed level	Jun-17
Value for Money	Capital programme 2017-22	Develop and implement effective oversight and governance	Jun-17
Value for Money	ERP Options Appraisal	Develop advice on best option informed by GT report	Mar-17
Value for Money	Treasury Management	Draft and secure approval to TM Strategy 2017-18	Mar-17
Value for Money	Treasury Management	Develop and establish effective managerial arrangements to deliver Strategy	Apr-17
Value for Money	Regional Collaborations Business Planning	Contribute to and provide thought leadership to the development of a Business Planning approach	
Engagement and Participation	Engagement Strategy	Develop strategy	Jun-17
Engagement and Participation	Communications Strategy	Develop strategy for OPCC	Jun-17
Engagement and Participation	Community Grants	Set up contract with Community Foundation	Mar-17
Engagement and Participation	IT Strategy	Contact Management; Community Connect2; Social Media	Ongoing
Complaints	Review legislative options and make recommendations to PCC for implementation by Jun 18	Construct a report with options and recommendations to PCC by Jul 17	Jul-17

2017-18 Work Plan

Objectives and Actions

Objective	Specific Deliverable	Actions	Due Date
Transparency	Establish Corporate Governance Framework	Review and re-write the Corporate Governance Framework, along with the scheme of governance (incl amended delegations) into a single document for the OPCC & Force	Jul-17
HR Policies	Review and update all HR policies in OPCC	Capture all relevant HR policies, review, update and make recommendations for future provision of HR support to OPCC	Jun-17
Forecast of Event	Establish OPCC annual Forecast of Events	Design and implement a forecast of events with headline requirements to enable planning and resource allocation	Jun-17

Glossary

A-Z

AAMR - Alcohol Abstinence Monitoring Requirement

ASB - Anti-Social Behaviour

BeNCH - Northamptonshire, Cambridgeshire and Hertfordshire Community Rehabilitation Company

CJS - Criminal Justice System

CSP - Community Safety Partnership

CYP - Children and Young Persons

DA - Domestic Abuse

DBS - Disclosure and Barring Service

E-CINS - Case Management System

EI - Early Intervention

EMCHRS - East Midlands Collaborative Human Resources Services

EMOpSS - East Midlands Operational Support Service

EMSCU - East Midlands Strategic Commercial Unit

EMSOU - East Midlands Special Operations Unit

GT - Grant Thornton

HMIC - Her Majesty's Inspectorate of Constabularies

IAG - Independent Advisory Group

ICV - Independent Custody Visitors

IOM - Integrated Offender Management

IPCC - Independent Police Complaints Commission

IPSCJ - The Institute for Public Safety, Crime and Justice

ISA - Information Sharing Agreement

LAC - Looked After Children

MAPPA - Multi-Agency Public Protection Arrangements

MASH - Multi-Agency Safeguarding Hub

MCLP - Montsaye Community Learning Partnership

MISPERS - Missing Persons

MFSS - Multi Force Shared Services

MHTR - Mental Health Treatment Requirement

MTFP - Medium Term Financial Plan

NCC - Northamptonshire County Council

NESC - Northamptonshire Emergency Services Cadets

NTE - Night Time Economy

OPCC - The Office of the Northamptonshire Police and Crime Commissioner

PADS - Prevention and Diversion Scheme

PCC - Police and Crime Commissioner

PCSO - Police Community Support Officer

PEEL - Police Effectiveness, Efficiency and Legitimacy programme

PSD - Professional Standards Department

RTC - Road Traffic Collision

SARC - Sexual Assault Referral Centre

SIM - Serenity Integrated Mentoring project (Hampshire)

SLA - Service Level Agreement

TM - Treasury Management

TNM - Target Nominal Matrix

UoN - University of Northampton

YOS - Youth Offending Service

YP - Young People



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