



Annual Report 2017-18

Making Northamptonshire Safer

Annual Report - 2017-18

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Introduction

Stephen Mold, Police and Crime Commissioner

I am delighted to present my second annual report to the people of our county. This report sets out the work I have undertaken to deliver my Police and Crime Plan to make Northamptonshire Safer throughout 2017-18.

It is clear to me that delivering long term strategic policing goals can only be achieved through effective team work and I am privileged to have the support and guidance of a team of highly skilled and motivated individuals, both in The Office of the Northamptonshire Police and Crime Commissioner (OPCC) and across the force to help me deliver my vision for policing in Northamptonshire.

Since my last report, we have implemented some far reaching changes to both our criminal justice system and to how policing is delivered across our communities. We have overhauled our Victims and Witness Service, Voice, launched our Sponsored PCSO scheme and invested millions of pounds into frontline policing. Alongside this, the Government's agreement to allow the Fire and Rescue Service to move from the County Council to the PCC, will mean there will be many opportunities to integrate and improve the services we deliver.

These developments come at a time when policing in Northamptonshire faces ever greater demands on its budget. I have continued to raise my concerns with the government that Northamptonshire Police do not get a fair funding settlement when compared to other police forces. Whilst I accept there is only a finite amount of money they can commit to policing, I do not believe the way this money is allocated is fair or equitable.

Organisations across the public sector have found themselves in the position of having to consider radical and far reaching proposals to meet an ever growing demand with fewer resources. With this in mind, I invested over £4.259m (3.8%) in 2017-18 over the equivalent budget for 2016-17 which helped to provide additional front line roles. This investment was made against a background of ever increasing demand and pressures on the force's budget and represents my commitment to making Northamptonshire Police an excellent force.

This has been a year of great change for Northamptonshire Police with the roll out of the new Service Delivery Model

and the opening of the new joint operational base located at the North Kettering Business Park which will allow the replacement of a number of outdated facilities. This new operational base provides the north of the county with modern custody facilities and represents the first major investment in the police estate since 2012. As the Police and Crime Commissioner for Northamptonshire, I am committed to ensuring our force has the right buildings and equipment available to them to protect all communities and make Northamptonshire safer.

2017-18 has seen us lay the foundations for the future of policing in Northamptonshire and I am confident that we can build on these to make our county safer for everyone.

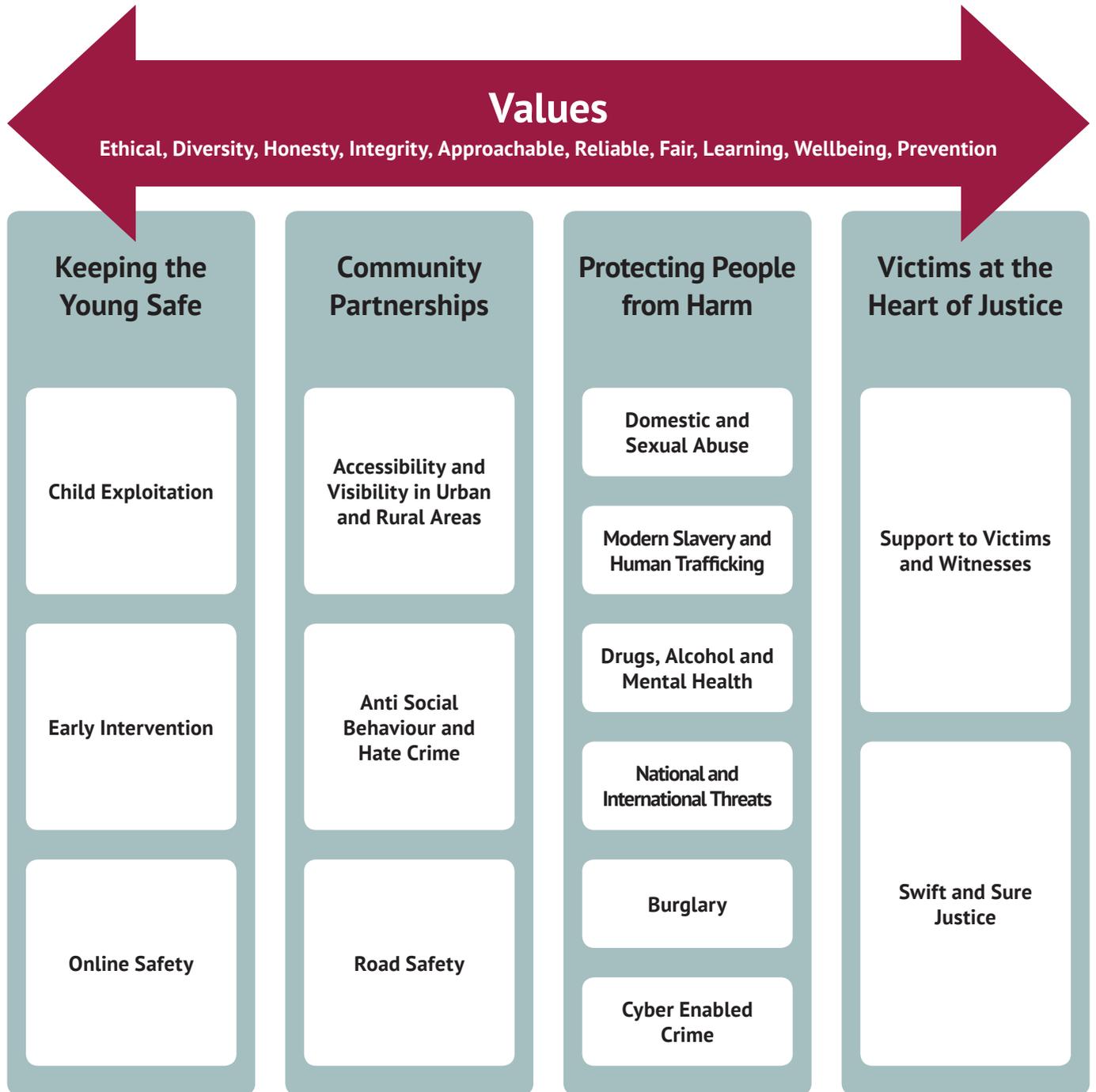


Stephen Mold



The Police and Crime Plan on a Page

A Safer Northamptonshire



Transformation



Policing demand in Northamptonshire 2017-18

54,827

Volume of
crime

189,148

Volume of
incidents

10,640

Volume of
arrests

14.7%

Positive
resolution rate

109,469

999
calls



101
calls

280,289



Issued
1,161 cautions,
1,003 community resolutions
256 cannabis warnings.



Made
5,631 arrests
261 stop and search
arrests



242 Killed or
seriously injured
in road traffic
collisions



4,959
Breath
tests



Dealt with
1,860
missing
person
reports

16,670 Child
Protection referrals
& **6,975** Vulnerable
Adult referrals



Manage **40** offenders under the Multi Agency
Public Protection Arrangements (MAPPAs) &
1,179 under MARAC DA (Multi Agency Risk
Assessment Conference – Domestic Abuse)

Officers deal with...

3,756 Residential Burglaries

24,502 Theft offences

6,803 Vehicle Crime Offences

26,341 ASB incidents

16,317 Violence offences

941 Robbery Offences

1,901 Sexual Offences

Record **54,824** crimes, of which **7,617** were domestic related

Chapter One

Transformation



Transformation

New Chief Constable

Since taking office, I have worked closely with the current Chief Constable, Simon Edens and we have established a constructive and positive working relationship.

On the 12th April 2018 the Chief Constable informed me that he was to retire in October 2018. Simon has achieved a great deal during his time as Chief Constable; from implementing a whole new way of delivering policing to establishing the foundations on which the force can build upon.

Simon's departure leaves a big pair of shoes to fill and the responsibility to hire his replacement falls to me and my team. As you can imagine, hiring a Chief Constable is a complex undertaking with far reaching implications for our county and is one of the most important responsibilities I have. With this in mind, it is essential that I select a leader who will innovate, improve the performance of the force and also ensure that the culture supports frontline police officers to provide the best service to the public.

I wanted to recruit an inspirational leader who will set Northamptonshire Police on a path of genuine improvement as well as creating an environment where every member of this force is able to use their skills and potential to play their part. The force is made up of many talented people who have so much to contribute to the job of building an excellent police service. I was looking for a leader who can nurture that talent, so that the improvements we make in performance can be sustained over the years.

The new Chief Constable must be able to empower and lead officers and staff at all levels and create the next generation of leaders from within Northamptonshire Police. Those who applied faced a rigorous recruitment and interview process, which included being questioned by groups made up of police officers and staff and of representatives from partner organisations from across the county. Following that, they then faced two formal panel interviews before I selected my preferred candidate.

Policing is more challenging and complex than ever and we need empowered frontline staff who use their training and judgement to the full. I also want a leader who can

increase the public's confidence in policing and ensure that all communities feel they can seek help and assistance from the force should they ever need it. The new Chief Constable must be up for these challenges and share a passion for improvement that shows a clear commitment to making Northamptonshire safer.



Transformation

HMICFRS

Following an inspection in September 2017, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) rated the force as requiring improvement in the areas of preventing crime and tackling anti-social behaviour, investigating crime and reducing re-offending, protecting vulnerable people and tackling serious and organised crime. HMICFRS did however point towards ground work that has been undertaken to improve the force's Effectiveness rating and suggested that sustaining these improvements will lead to an improved future rating.

The force has made considerable efforts to respond to previous HMICFRS recommendations, but some of the changes have yet to result in tangible improvements in the service to the public. Now that the building blocks for more effective policing have been put in place, the force recognises that it needs to sustain its efforts in order to further improve the quality of services it provides to the public.

However, the report has indicated that improvements need to be made in the way Northamptonshire Police manages resources, allocates workloads and carries out preventative work.

The staff and officers of Northamptonshire Police are doing a fantastic job under challenging conditions, and I know that they go above and beyond the call of duty every day to keep Northamptonshire safe. I continue to say thank you for their hard work on your behalf.

There is no doubt that on behalf of the public I am unhappy with the rating of 'Requires Improvement' from HMICFRS and I have discussed the report at length with the Chief Constable to ensure he is aware of my feelings around this.

I have worked with the Chief Constable to provide the resources he has identified as being required to make Northamptonshire safer. I believe the foundations are in place but I am frustrated at the speed at which change is being implemented. I have made clear to the Chief Constable that we need to see the ongoing work delivered at a faster pace.

I am pleased that HMICFRS have acknowledged some change in the right direction, however I reiterate that this needs to be pro-actively continued by the Chief Constable to ensure that the people of Northamptonshire receive a service to the standard they deserve. The Chief Constable has shared with me how he plans to improve the issues identified and I am content with these plans at present. I will continue to both work with the Chief Constable and hold him to account accordingly.

Within my remit I remain focussed on building public confidence, knowing that we have plans in place to improve efficiency through better use of technology and more effective use of our buildings and estates, which will deliver significant change.

As Police and Crime Commissioner for Northamptonshire I value the contribution that HMICFRS make to police forces through their regime of inspections. They play an important role in providing some independence and comment, which is useful in supporting Police and Crime Commissioners in the discharge of their duty to hold Chief Constables to account.

Since the receipt of the inspection findings I have made it very clear in my discussions with the Chief Constable and in my public statements that my expectation is for rapid progress to be made by the force. The primary reason for this is to ensure that we maintain and improve the service to the people of Northamptonshire.

I have instructed my office and the Chief Constable that I will require regular and detailed reports on progress to move Northamptonshire Police from its current position to one of good or outstanding by the time of the full PEEL inspection due in the force in early 2019.

In addition to this, partly as a result the decision by HM Government to provide Police and Crime Commissioners with increased flexibility to raise additional funding through local precept increases, I have ensured the provision of additional resources to the Chief Constable. These resources will assist in the remedy and mitigation of some of the comments and areas for improvement that HMICFRS identified, notably relating to public protection and serious and organised crime.

The force have, in the past six months implemented a new operating model, that was not in place at the time of the inspection, based on detailed research and demand analysis. As well as providing funds for additional resources I have, through my office and with the Chief Constable, been driving ambitious investment in technology, to deliver greater efficiency and effectiveness. An example of this has been the investment in business intelligence to increase the range and depth of live time data available to both managers and frontline officers and staff to better inform decisions. Also a refresh of mobile data provision to frontline staff across the force to improve effectiveness, allow access to a much wider range of operational and intelligence tools and improve visibility and accessibility by keeping officers in the community rather than sat behind a desk.

Whilst at the point of the effectiveness inspection the new operating model had not been implemented, I am, however encouraged by HMICFRS feedback, notably from HMI Zoe Billingham on the analysis that shaped the model stating that the building blocks have been put in place through the operating model and additional resources I have made available since 2016, to provide an effective platform for improvement. Despite these encouraging comments I remain committed to seek my own personal reassurance on this matter. It is my clear intention to ensure that these foundations are now effectively built upon, to swiftly move the force from its current assessment position.



Transformation

Police/Fire Governance

In Northamptonshire, we have been at the forefront of collaboration between our fire and rescue service and the police. Closer collaboration between the police and the fire service can bring real benefits to our communities and improve our blue light services.

Our police and fire services have been working collaboratively since the beginning of 2013 and have led the way nationally on joint working – sharing buildings, vehicles and having joint operational teams. However, we knew there is much more we can do together to make Northamptonshire safer, which is why we explored the possibility of transferring the governance of the fire and rescue service to the PCC to create a Police, Fire and Crime Commissioner.

As part of this work, we undertook an eight week public consultation in which 1,212 people shared their views on the proposal for the Police and Crime Commissioner having responsibility for the county's fire and rescue Service. The consultation sought opinions from people from across the county, including fire service employees, police personnel, and staff from Northamptonshire County Council. The results of the consultation showed that overall 60.8 percent agreed with the proposal for the Commissioner to govern the fire service, 31.7 percent disagreed and 7.5 percent neither agreed nor disagreed. Fire service employees were significantly in favour of the change with 92 percent agreeing to the transfer. Following this consultation, I submitted the business case to the Home Office, to propose that the governance of Northamptonshire Fire and Rescue Service transfer from Northamptonshire County Council to my office. This was accepted by the Home Office and we continue to work with the County Council towards a successful transfer.

The role of the Police, Fire and Crime Commissioner is not operational and the day to day running of the fire and rescue Service will remain with the Chief Fire Officer. The role however, is to provide a strong voice for our local communities, hold the Chief Fire Officer to account and ensure the public get an effective and efficient service that responds to our county's needs. The fire service in Northamptonshire has faced significant funding cuts for a number of years and it's my ambition to stabilise and focus investment to support frontline service delivery.

Looking forward, there is scope for developing more aligned strategic plans and increasing this collaboration further; in areas such as providing joint crime and fire prevention advice, sharing more buildings and support functions, and having joint procurement. This provides us with a real to opportunity make efficiency savings and use those funds to reinvest back into frontline services

Under the new governance arrangements, the budget for the fire and rescue Service would be ring-fenced and collected as part of each household's council tax, in line with current arrangements. However, the fire and rescue service precept would be shown separately from the total council tax – as the police precept currently is – which ensures transparency for tax payers. The Police, Fire and Crime Commissioner would then allocate a budget to the Chief Fire Officer to run the organisation, as is the current practice for the Police and Chief Constable.

Northamptonshire Fire and Rescue Service are a lean organisation and any further cuts to the budget would have placed the sustainability of the organisation at risk and would at the very least result in closure of fire stations and a reduction in the number of fire engines. This would in turn increase the risk to the public. Looking ahead, under my proposals there will be a review of the back office costs, the development of a capital programme and a plan to build up in the reserves of the organisation. None of which were options for the service had it remained under the control of the County Council.

I am delighted and excited that the Home Office has approved our business case, and agreed that our vision for greater blue light integration is the right step forward for Northamptonshire.

Transformation Estates Strategy

When I was elected as PCC, dealing with the Police Estate was one of the most pressing issues I inherited.

There had been a historical and continuing lack of investment or planning in the estate over the last 25 years and the issue of the force's Headquarters needed to be addressed. Northamptonshire's policing estate currently consists of thirty nine sites, which includes main sites, joint/partnership sites and drop in locations. Therefore, in order for the estate to perform its role as a key enabler, changes are required in terms of locations, functions and design.

Technology and legislation have been fundamental factors in the changing nature of both crime and fire prevention and also the required response. There is an increasing trend of online and technology enabled crime, which is not challenged by a locality based estate. Additionally, the footfall within existing front counters is small and continues to decrease. Mobile technology for police officers and staff is improving and will allow for less reliance on fixed locations to perform their duties and complete essential administration.

The estate landscape has and continues to change and needs to accommodate many functions which are specific to the delivery of emergency service requirements. Some of the key functions include custody, control rooms, archive and exhibits storage, IT data centres and police dog kennels.

We have too many expensive buildings that are inefficient, in the wrong place, not maintained and do not provide the service required by our officers and staff. This, however, leads us to the opportunity to take a comprehensive look at our estate and along with our other emergency service partners consider what we and the public need from our collective estate. Additionally, there will be a change in the governance arrangement for the Northamptonshire Fire & Rescue Service in 2018, this will increase the joint estate portfolio. This strategy will need to be revised to reflect these changes to ensure maximum benefit is achieved.

This is what we are doing now. For the first time in many years we will have a costed and affordable strategy and detailed plan to deliver a fit for purpose enabling estate that delivers

what we want and where we want it to best serve the public of Northamptonshire. Aligned to modern technology and working practices our collective estate will work for us.

The Estates Strategy & Asset Management Plan will remain in place until 2030 but will be reviewed annually to monitor targets, update information in the Asset Management Plan and refresh the Implementation Plan. A copy of the Estates Strategy has been published on our website and can be found at: www.northantspcc.org.uk/wp-content/uploads/2018/04/Northamptonshire-Joint-Estates-Strategy.pdf



Transformation Transparency Award

In January of this year, the Northamptonshire OPCC was one of just 25 organisations recognised by CoPaCC (Comparing Police and Crime Commissioners) for its commitment to making information easily accessible to anyone wishing to know more about the work of the PCC.

This is recognition for the effort we have undertaken to ensure the work of my office is transparent and that information is easily accessible.

CoPaCC undertook a thorough audit of our website and it is very encouraging to see our commitment to transparency being acknowledged by an independent organisation. We have made great strides in improving our website to make it more accessible and this work will continue to ensure that we build on the successes that have been recognised by our transparency award.

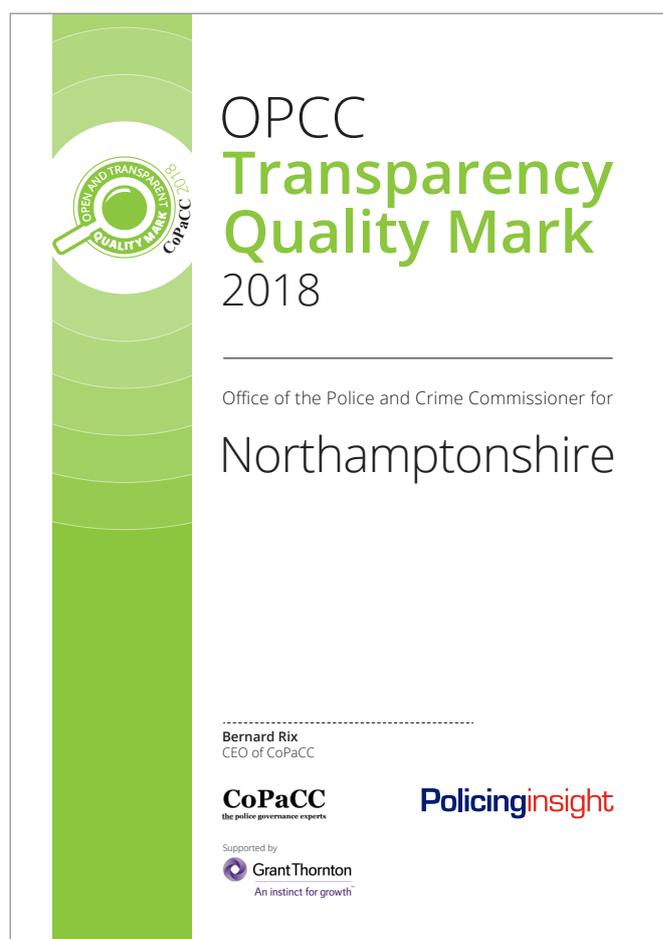
When I was elected as the Police and Crime Commissioner for Northamptonshire, I was determined that transparency would underline my term in office. With this in mind, I was clear that the pledges set out in my Police and Crime Plan were underwritten with integrity and honesty so residents could easily understand our work and hold me to account. I have no doubt that this could only be achieved with a commitment to real and honest transparency about what we do on their behalf.

I am delighted that, for the first time in its history, the Office of the Northamptonshire Police and Crime Commissioner has achieved CoPaCC's Transparency Quality Mark. This is an important step and helps to underline the importance I have placed on ensuring my office provides clarity and ensures information can be easily found.

After a great deal of work, coupled with additional training for OPCC staff, we now have a clear and simple website that is easy to use and update. Without this, we would not have been able to meet CoPaCC's Transparency Quality Mark for 2017/18. For me, this award is fantastic recognition for the work we have undertaken to improve this vitally important aspect of our work. It also provides us with a benchmark from which we can hopefully only improve upon, as we should never be complacent in both legislative and moral obligations to allow

the public to scrutinise their elected officials easily.

There is no room for opacity in modern, forward thinking public organisations. Throughout my term in office I have found that being open and transparent helps build trust with our local communities and helps people to better understand the work we do to deliver real improvements to the people of Northamptonshire.



Transformation

Governance and Accountability

- scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Police and Crime Plan;
- hold the Chief Constable to account for the performance of the force's officers and staff;
- maintain an efficient and effective police force for the police area;
- 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;

Key to delivering these duties is the Accountability Board which was established to enable me to exercise these statutory duties and it forms part of a wider ranging programme of assurance across the breadth of policing activities;

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.

The Accountability Board is made up of the following individuals:

Additional attendees at either meeting can be by invite of the Police and Crime Commissioner or Chief Constable, dependent of the matters under discussion

Accountability Board meetings are held every month and meetings are administered by the Office of the Police and Crime Commissioner. Records of these meetings and key decisions made are taken and published on our website at: www.northantspcc.org.uk/governance/accountability-board/

The formal Accountability Board process is informed and supported by a schedule of assurance. This consists of items and issues that require regular and ongoing assurance, such as the progress of transformation projects. In addition to matters that are reflected on this schedule, the Accountability Board also seeks assurance on matters that arise throughout the year, such as statutory obligations and matters of performance of the force.

The Joint Independent Audit Committee

In addition to the Accountability Board, The Joint Independent Audit Committee provides independent assurance on the adequacy of the corporate governance and risk management arrangements in place and the associated control environment, advising according to good governance principles and proper practices. The Committee also examines and scrutinises both internal and external audit reports of both the force and the OPCC.

The Committee supports the Northamptonshire Police and Crime Commissioner, Chief Constable and statutory officers in ensuring that effective governance arrangements are in place and functioning efficiently and effectively, and by making any recommendations for improvement. Details of the Joint Independent Audit Committee and its work can be found at: www.northantspcc.org.uk/governance/public-meetings/

Transformation

Implementation of the Service Delivery Model

Operational policing remains the responsibility of the Chief Constable.

However, following a business case presented by the Chief Constable relating to a new operating model, I agreed to identify significant additional funding that will provide for extra frontline staff, in order to deal with the additional demand, risks and complexity that is presented by and associated with 21st century policing.

The Service Delivery Model (SDM) has been developed and implemented as a new operational policing model, which represents one of the biggest changes in the delivery of policing across Northamptonshire in a generation. This operating model is a refresh of the manner in which officers and staff will provide services to local communities. It is designed to allow for better management of threat, harm and risk, provide for dedicated and named officers and staff in those local communities, and ensure greater robustness and effectiveness in criminal investigations and a more responsive emergency response service.

A significant amount of detailed analysis of demand, has been undertaken, which has been both detailed and informative and this has independently been positively commented upon by HMICFRS. This analysis has provided me with information that has allowed me to reallocate budgets to fund an additional frontline posts, a mixture of Police Officers and Police staff.

Some of the highlights of the model include:

Neighbourhood Policing – A commitment to the red circling of neighbourhood policing officers and PCSOs. Although there will be a reduction in numbers in neighbourhood policing teams; these will be dedicated to their areas and will not by default be called to police other parts of the county. This will allow them to focus a greater proportion of their time on being a named point of contact and working with local communities and partners to address longer term crime and disorder issues and understanding any further problems that may exist in the community.

Response Policing – Response Policing resources have been strengthened to allow more proactive time for a range of

activities, including allocation of more time for high risk activity such as searching for missing persons. Staff will be based at four locations across the County and the new model provides for a greater equalisation of response times both across the County and between urban and rural locations in the case of emergencies.

Investigations – Criminal Investigation as a department will remain focused on serious and complex investigations and a new Force Investigation Team will free Response and Neighbourhood Officers from a range of crime investigation workloads, providing a more professional service for victims and witnesses.

The new SDM was formally launched on 30th October 2017 and will be subject to ongoing evaluation as 2018 progresses. The operating model is designed not to be static but flexible to enable it to adapt to differences in need and demand.

I will continue to monitor closely how the operating model of the Force delivers better services to the public of Northamptonshire. The force has developed a comprehensive framework in order to monitor delivery of the new model, as well as monitoring on an ongoing basis changes in demand, both numerically and type so that rapid changes can be made to the manner in which services need to be deployed, when changes in the demand are evident. I will monitor these changes and the manner in which service is being provided to manage them through the regular meetings I have with the Chief Constable and his team. The success and continual improvement of the force operating model will be a matter of early discussion with my new Chief Constable.

Transformation

Regional Collaboration

The East Midlands policing region covers Northamptonshire, Derbyshire, Leicestershire, Lincolnshire and Nottinghamshire and has a long history of effective collaboration 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. I have been very clear that we will collaborate where it would either reduce cost or maintain capability and/or capacity, or where costs are maintained but capability and/or capacity is increased.

Variously these arrangements include all five forces or a smaller number of between three and five.

Some of these arrangements include:

- East Midlands Special Operations Unit (EMSOU), is the most established of our collaborative partnerships and involves all five forces providing specialist crime services related to Major Crime Investigation, Organised Crime Group Management, Forensic Services and Intelligence to name but a few.
- East Midlands Collaborative Human Resources, Learning and Development (EMCHRS L & D), operates across Leicestershire, Northamptonshire, Nottinghamshire and Derbyshire providing cost effective and innovative solutions to learning needs for policing. In addition an Occupational Health Service forms part of this arrangement.
- East Midlands Police Legal Services (EMPLS) provides legal advice to Police and Crime Commissioners and Chief Constables across all five forces in the East Midlands region in areas such as employment, court and disciplinary, civil litigation, and commercial law.
- East Midlands Counter Terrorism Intelligence Unit (EMCTIU) provides a regional approach to tackling terrorism and the domestic extremism threat, again across all five forces.
- East Midlands Criminal Justice Service (EMCJS) brings together Leicestershire, Northamptonshire, Lincolnshire and Nottinghamshire to provide a single approach to services such as Custody, Prosecutions and Victim services,

working closely with the Crown Prosecution Service and the Courts. Niche is a key enabler for this service.

- East Midlands Operational Support Service (EMOpSS) similarly brings together Leicestershire, Northamptonshire and Lincolnshire to provide a coordinated approach to Armed Policing, Roads Policing, Tactical Support Teams and Dogs.
- Multi-Force Shared Service (MFSS) – A transactional shared service for Finance and Human Resources with Cheshire Constabulary servicing Northamptonshire and Nottinghamshire Police, as well as other third parties.
- East Midlands Strategic Commercial Unit (EMSCU) – A partnership between Northamptonshire and Nottinghamshire Police for procurement and contract management.

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. I have been very clear that we will collaborate where it would either reduce cost or maintain capability and/or capacity, or where costs are maintained but capability and/or capacity is increased.

During this year, work has been undertaken to scope opportunities in relation to a number of areas of business. In addition to the work being undertaken by the East Midlands Digital Transformation Board, we were awarded funds from the Government's Transformation Fund to invest in new mobile technology which will allow officers to work quickly and efficiently, accessing systems and providing reports whilst on patrol and giving them fast access to live information and intelligence.

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.

Transformation

Regional Collaboration

The following table shows how our regional partners share services.

	Derbyshire	Leicestershire	Lincolnshire	Northamptonshire	Nottinghamshire
East Midlands Special Operations Unit (EMSOU),					
East Midlands Collaborative Human Resources, Learning and Development (EMCHRS L & D),					
East Midlands Police Legal Services (EMPLS)					
East Midlands Counter Terrorism Intelligence Unit (EMCTIU)					
East Midlands Criminal Justice Service (EMCJS)					
East Midlands Operational Support Service (EMOpSS)					
Multi-Force Shared Service (MFSS)					
Gateway Shared Service					
East Midlands Strategic Commercial Unit (EMSCU)					

Transformation

National Collaboration

We are involved with a range of national collaborations and engaged with planning for future opportunities.

I have been on the national board for the National Police Air Service (NPAS) as the PCC representative for the Central Region. This has been a challenging time for NPAS in terms of funding, sustainability, future delivery and basing. As part of the national board we have ensured that a new funding and performance regime is being implemented.

There are a range of potential national collaborations currently being planned. For example; specialist capabilities, transforming forensics, shared services and a range of ICT programmes. All of these present both opportunities and threats to how we deliver policing here in Northamptonshire. We are fully and actively engaged with these programmes to ensure we are able to extract the maximum benefit possible.

Police ICT Company

When Theresa May was Home Secretary, the Police ICT Company was set up to help deliver efficiency and drive digital transformation across Policing. It is wholly owned by PCCs, and the Board is made up of key stakeholders from law enforcement, including the Home Office, National Police Chiefs Council, Office of the Mayor of London, Chair of the National Police Technology Council and other PCCs. I now sit on the board and we are helping to deliver increasing savings to policing nationally, bringing together national thinking about technology and supporting better collaboration. It also hosts a knowledge hub that is fast becoming the central repository for all digital transformational change.

National Enabling Programme

I am on the board of the National Enablers Programme, which will allow forces to take advantage of running Microsoft Office software. Costs will be reduced by using web based servers and services and it will also help to deliver operational efficiencies. The advanced software from Microsoft will also provide more opportunities to engage between teams, other forces and partners. In addition to this, the programme includes a national management centre that will ensure online products and services will continue to be secure and robust.

I represent all PCCs on this board and I am able to draw from my technology expertise and commercial knowledge to ensure progress is made and maintained. Once fully implemented, officers will be able to securely share information across policing. It will also be able to build a new level of capability that will enable the police to take advantage of enhanced tools that will improve intelligence and make obsolete many time consuming and mundane tasks like transcription which in turn will help deliver swifter and better justice.

National Law Enforcement Data Services

My Director of Digital Transformation supports the APCC by attending the National Law Enforcement Data Services (NLEDS) programme board. This programme is replacing two systems, the original Police National Computer and the Police National Database that holds intelligence information from investigations. By moving these systems to an up to date platform, our ability to search information that is held by policing should result in better investigations and inform better targeting and tactical use of our most precious resource, our people.

Emergency Services Network

The UK is the first country in the world to move towards utilising a public telecommunications network to coordinate and communicate with its emergency services. The Emergency Services Network (ESN) programme will increase dramatically the comprehensive reach of mobile signals, with the added benefit of the public being able to seek assistance across increasingly remote locations. The network will prioritise emergency service use alongside delivering enhanced data connections, allowing all blue light services to work together even more seamlessly using location, video and audio to share real situational awareness allowing faster/more efficient working that in extreme situations could save lives.

Cyber Digital Career Pathways

The College of Policing leads on police professional development and we are very supportive of one of their initiatives 'Cyber Digital Career Pathways'. This seeks to both professionalise and standardise digital media investigators. My team are working in support of this activity as it seeks to bring

Transformation

National Collaboration

better co-working between industry and law enforcement in its response to cyber-crime.

Minerva Management Board

There are over twenty police forces using NICHE RMS (Record Management System) including all East Midlands forces and the City of London on a shared database. The Minerva Management board works to bring together operational and technological uniformity whilst also working with the vendor in delivering new capability to UK Policing. My Director of Digital Transformation attends and helps to represent the public's expectations and demands on capability, value for money and pace of change.

Disclosure Technology Working

The recent failures of a series of rape prosecutions resulted in remedial action urgently sought to address the causes by the police and Crown Prosecution Service (CPS). Alongside the governance, a working group was brought together with representation from Police and the CPS. My Director of Digital transformation was invited to join the working group given his expertise in working with data and transformational technology. Due to leadership from our office in introducing new capability to our regional special operations team, the East Midlands and Northamptonshire are in the vanguard of resolving this serious problem that is in large part a result in the massive increase in digital evidence and its management.

Building new national capability

Alongside working with established national digital programmes, we are also helping to develop new areas of digitally enhanced capabilities for Northamptonshire in a way that will allow them to be adopted nationally. This approach is leading best practice across policing and we are engaging key national stakeholders to ensure we deliver value for money and the pace of change is maintained.

The following are some examples of areas we are investigating in and leading national capability:

Digital 101 – A third channel to interact with policing if people do not want to contact the force either to face to face or by phone call. This will harness the power of both AI and digital communication platforms.

Cyber Volunteers – We are building a collaborative platform which will allow better and more effective working between cyber security specialists in industry to report crime to help limit its spread.

Cyber Alarm – A digital equivalent of an intruder alarm on your network that can be deployed to high frequency targeted businesses, allowing threat detection, alerting a law enforcement response and capturing the required digital intelligence.

National Alerting – A new form of public notification that will provide rapid threat advice and support two way communication should a major incident occur. This platform will provide advice and capture intelligence in real time.



Chapter Two

Keeping the Young Safe



Keeping the Young Safe

Early Intervention

Early intervention is at the heart of my Police and Crime Plan as I believe this is critical to ensuring that children and young people have the best opportunities to achieve their potential.

Evidence demonstrates that early support will significantly reduce the impact of negative experiences on emotional wellbeing and development. This was one of the fundamental reasons why I became the Police and Crime Commissioner for Northamptonshire and I am determined to do everything I can to reduce crime and increase the life chances of our young people.

National research on the impact of Adverse Childhood Experiences (ACEs) clearly demonstrates the cumulative effect of negative experiences on children and young people. Compared to people with no ACEs, people who have experienced 4 or more ACEs are three times more likely to smoke, 4 times more likely to have or have caused teenage pregnancy, 8 times more likely to have been a victim of violence in the last year or have ever been incarcerated and 10 times more likely to have been a perpetrator of violence in the last year.

In the county it is recognised that we have become too focussed on whether or not children and families meet statutory thresholds rather than supporting their broader needs. The OPCC will invest in recruiting seven specialist Early Intervention/ ACE support officers who will focus on children and families who have additional needs at an early stage. This will help to provide some direct support to families on parenting, behaviour management and household coping strategies. It will also ensure that additional support from other services is identified where there are specific needs. The posts will work closely with staff in Children's Services as part of a pathway of support from early help through to specialist support where needed. The posts will be place by September 2018 and will be part of the multi-agency locality teams being developed in the county.

Early support for families, particularly before problems escalate, should prevent the need for longer term and more costly and complex intervention and help to ensure that children have the best start in life and the best chance to fulfil their potential. ACE research indicates that reducing the

number of ACEs that children experience could reduce levels of binge drinking by 22%, heroin or crack use by 54%, violence perpetration by 61% and incarceration by 50% in future generations.

We are also looking to provide additional professional support for agencies who work with children and families, like schools, health visitors, children centres and youth clubs. Investment in additional young people's mental health expertise will help professionals to access advice, guidance and support when they are working with young people who may be demonstrating risky behaviours, who have lower level mental health issues or behavioural problems. This will help to ensure that wherever possible, the right support can be offered as early as possible and from people that young people already have a trusted relationship with.

We also recognise the very specific skills required to work with teenagers and therefore we will be investing in youth workers to specifically work with young people who may otherwise be at risk of involvement in crime and anti-social behaviour, be victims of crime or be at risk of exploitation. These workers will help to ensure that young people have the understanding, skills and support to make positive choices for their future. Work with partners to develop a service specification will be completed over the summer with implementation in the autumn.

The Director for Early Intervention also jointly leads the local Health and Wellbeing Board's priority to respond to Adverse Childhood Experiences (ACEs) across Northamptonshire. A significant amount of work has been carried out at a national level to identify the negative influences in children's lives which can result in them failing to succeed at school, becoming involved in crime and ASB, be more at risk of using substances and alcohol and becoming teenage parents. Northamptonshire's Health and Wellbeing Board has made a local response to ACEs a priority. Five key areas of work have been identified to improve the way in which all partners recognise the impact of ACEs on families and ensure that support is offered to families to mitigate them. Opportunities to apply for external funding to support the ACE work in the county is also key and the OPCC have supported partnership bids for Home Office Trusted Relationships funding and Public Health England Innovation funding to improve investment in

family focused support to improve life chances.

In addition to this, we have also taken on the lead strategic role in relation to Domestic Abuse and Interpersonal Violence for the county and are working with partners to develop a holistic strategy for the county by the autumn which will identify the need for services and inform future commissioning of services.

The OPCC have been working with a local school and production company to film a theatre production produced by drama students to highlight the dangers of befriending strangers on social media. "Add Me" has been written and performed by young people for use with children in schools and through OPCC investment it will be produced as a digital resource. This will then be made freely available for all schools in the county to use with pupils to highlight the dangers of befriending strangers online and to prompt discussion about the importance of online safety.



Chapter Three

Community Partnerships



Community Partnerships

Northamptonshire Neighbourhood Alert

Northamptonshire Neighbourhood Alert is a free messaging service offered to communities throughout Northamptonshire. By signing up, members can manage the types of messages they receive.

The service allows us to directly contact members of local communities with messages that might relate to crime appeals, crime prevention advice or messages about what their local officers and PCSOs are doing for them in their locality. This can be done in a way that was previously not possible as subscribers can now be in a position to control the types of messages that would be of interest to them. This, we believe, will strengthen the manner in which we engage with local people, building and increasing their trust and confidence.

For example, users can choose information for a certain geographical area and they will be sent information relevant to the area chosen. They can also pick multiple areas of interest, such as business, vehicles, animals and much more besides.

This is a valuable tool for Northamptonshire Police as it allows them to engage with local communities and share information such as witness appeals or crime prevention advice.

This year has seen a sharp increase in membership, from 9,706 in April 2017 to 16,160 in May 2018. This is due to increased marketing both internally and externally to advertise the benefits to staff and members of the public. The main benefits to our staff relate to the fact that they can tailor messages to communities that want to receive them and as the roll out of the new mobile data terminal progresses they will be able to do this whilst out on patrol. They will also be able to send messages through the Alert and through social media sites such as Facebook which increases the reach of the messages.

Between April 2017 and May 2018 3,184 alerts were sent, including 571 crime updates, 276 burglary alerts and 308 crime prevention messages.

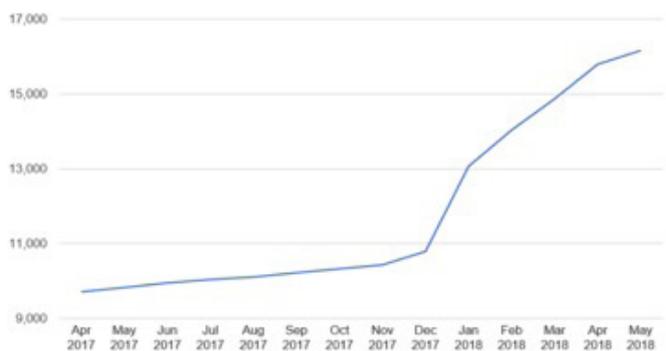
Over the last year I have ensured there is a long term commitment to this vital service. This will help to provide certainty for both the force and the public and will allow the service to develop, expand and evolve into one that delivers



real benefits to local policing and allows residents to know about issues within their communities.

We have seen significant growth in subscribers since we overhauled how the service was delivered. As the system develops we will be able to identify those groups which are under-represented and we can tailor our approach to engage and communicate with them.

User Growth of Neighbourhood Alert in Northamptonshire



If you'd like to receive messages that might be of interest to you, or would like to understand more about what the Police are doing in your area then please sign up at: www.northamptonshireneighbourhoodalert.co.uk/

Community Partnerships

Sponsored Police Community Support Officers (PCSOs)

As the Police and Crime Commissioner, I have been extremely encouraged by how partners and communities are keen to work with us to protect people from harm and make Northamptonshire safer; something that is a key strand in the Police and Crime Plan for our county. We want to continue this and empower communities that are able to help us further with initiatives such as our 'Sponsor a PCSO' scheme.

Northamptonshire PCSOs have powers that include the right to:

- detain;
- issue fixed penalty notices;
- issue penalty notices for disorder;
- seize drugs, alcohol & tobacco;
- deal with multiple anti-social behaviours;
- stop and search individuals;
- remove abandoned vehicles;
- carry out road checks;
- issue community protection notices; and
- enforce bylaws.

As part of our joint working and empowering community initiatives, partners can now sponsor a PCSO who will be dedicated to their area and will work within the local policing team, directly accountable to the local policing Sergeant. The local Sergeant will work with the sponsor to identify local priorities and will meet with them on a regular basis to ensure the community's needs are being met.

Sponsoring a PCSO will not reduce the service a community receives from the core policing team - it will supplement and enhance the work of Northamptonshire Police. Sponsored PCSOs would only be deployed to other duties in exceptional circumstances - for example, a major critical incident. This means that all communities will still receive a full policing service; and any PCSO which is funded by sponsorship is in addition to the core PCSO roles, funded by Northants Police. Northamptonshire Police will pay for all training, uniform and equipment for a sponsored PCSO - a sponsor simply covers their salary and on-costs. For 2017/18, this means the cost of a sponsored PCSO dedicated to an area is just £37,245.00.

So far, sponsored PCSOs have been funded by Daventry Town Council and Kettering Borough. Contract negotiations are currently under way in a number of other areas and additional PCSOs will be rolled out in mainly rural locations in the south of the county over the course of the summer. So far, we have had a positive reaction and in our early contract management meetings no issues or concerns have been raised. The additional policing response has also been welcomed by local residents and businesses.

I hope that communities and partners across the county will recognise this fantastic opportunity to work collaboratively with both my office and the force to help make our county a safer place. If you or your local community would like to know more about this scheme, further information can be found at: www.northantspcc.org.uk/sponsor-a-pcso/



Community Partnerships

Rural Crime

Northamptonshire is a county of contrasts as it is home to one of the largest towns in the UK as well numerous rural small villages and hamlets.

Clearly the needs of our rural communities differ from those in our larger towns. However, I am determined to increase accessibility to and visibility of policing services in all parts of our county, whilst ensuring the needs and concerns of rural residents are effectively understood and met by the force.

The OPCC, with the force have re-invigorated the Rural Action campaign, recognising the concerns that members of rural communities have concerning policing or community safety matters that effect them. A refined jointly attended rural delivery group has been constituted and is attended, in addition to members from the force and OPCC, by local community representation groups. The primary focus of this group is to empower rural community members, reduce rural based crime and increase confidence within rural communities in policing and community safety partners.

In conjunction with this, the OPCC has also been working closely with the force to establish a Rural Crime Delivery Plan. This plan has identified a large number of priorities from concerns over police visibility in rural areas to the impact of cross border and organised crime. I have allocated funding to

assist in the delivery of the outcomes contained within this plan.

As the Police and Crime Commissioner, I also want our communities to be as well informed as possible. By being aware of issues, trends and criminal activity in their own neighbourhoods, this not only supports the police to catch criminals, but it also lessens the likelihood that they themselves will become future victims of crime. Our new Neighbourhood Alert now has greater functionality than previously, allowing frontline officers to send alert messages direct from their mobile devices to thousands of local people. They will be able to do this in real-time while they are out and about policing the county.

The types of alert messages people receive depends on the categories they select. For example, if people choose 'Farm and Rural Watch' as an area of interest, they will receive information relevant to this area. You can pick multiple areas of interest, such as business, vehicles, animals and more, as well as different areas of the county – the choice is down to the individual. This will help the force have a greater understanding of the issues in our rural areas and allow for a greater understanding of the work frontline officers undertake each and every day.



Community Partnerships

Road Safety

Northamptonshire is home to 2500 miles of roads as well a number of major routes such as the M1 and the A14.

In addition to this, given our location we are a major hub for many of the country's leading logistics businesses. This coupled with the ever increasing level of traffic on our roads can put enormous pressure on our transport network.

As part of my commitment to increase road safety and the perceptions of safety in our county, I want to develop approaches that seek to better educate and impact on preventing deaths and serious injuries on our roads. I am also working on how to change driver behaviours where they are a contributory factor in creating danger on our roads.

The OPCC undertook some exploratory work with the County Council to consider how the design of roads could help to discourage speeding. A Review of 'Operation Fixit' was completed and it was concluded that with the funding available there was no significant benefit from proceeding with the scheme given the level of demand across the county. The OPCC felt that the funding that had been allocated could be better utilised for developing a series of alternative road safety initiatives such as investing in more equipment to support Community Speed Watch, reflecting the intention to work with communities on monitoring and deterrent activity.

The community Speed Watch voluntary scheme works in partnership with the police. The programme aims to increase awareness of the dangers of speeding via education and a deterrent approach. Drivers who are detected speeding receive a police warning letter and repeat offenders can receive a visit from officers.

The current format consists of 6 groups with up to 12 communities in each. These groups are trained and operate roadside for a 6 week period, week on week off, with a speed gun device. Before and after this period there is a week of speed data collection. There is then a planned programme of Interactive Signage (VAS), visits from the Speed Indicator Team (SID), Speed Awareness Signs and Police support with enforcement. The programme currently has in excess of 600 volunteers trained with others regularly joining the scheme

and in 2017-18 the scheme was expanded to include 20mph and 40mph limits.

We have undertaken a review of Speed Watch to examine how best to maximise its capacity and resources and discussed with the force options around additional outcomes for offenders and the possibility of introducing a 'roving Speed watch' proposal.

Strengthening our Community Speed Watch scheme is part of our work to combat the "Fatal 4" of drink/drug driving, mobile phone use, speeding and not wearing a seatbelt. These are a significant cause of crashes on our roads and we have been working with the force to review current processes to explore what alternatives could be implemented and what new services could be commissioned to help deliver safer roads.

Delivering safer roads against a backdrop of increasing traffic levels and a growing population is a challenging undertaking. For example, it has been estimated that England's population is set to grow by 19% to 2040 and the Government forecasts that, with a growing economy too, overall traffic levels are likely to increase in the range 19-55% above 2010 levels. With this in mind, we will continue to target drivers through education programmes to help alter driver behaviours and protect vulnerable road users.



Chapter 4

Protect People from Harm



Protect People from Harm

Delivering Digital Transformation

The Office of the Northamptonshire Police and Crime Commissioner has supported the development of a new Northamptonshire Cyber Security Forum to help local businesses raise their defences against the UK's fastest growing crime type.

The Forum holds regular monthly meetings attended by IT directors, managers and specialists from over 20 local businesses and business networks. As well as receiving free cyber-crime prevention advice, local businesses will regularly have access to expert briefings on current cyber threats, impacts, trends and government advice. This will help to reduce the likelihood of the local economy being disrupted by sophisticated online crime.

Cyber-crime is the UK's fastest growing crime type and it is therefore essential that we enable local businesses to protect themselves against this emerging and serious threat. In the last year alone there were 5.6million incidents of fraud and computer misuse in the UK, with best government estimates indicating that cyber-crime costs the UK's economy £27 billion a year.

The group also works with business advocacy organisations to help disseminate widely best practice, whilst engagement through bodies such as the Federation of Small Businesses and the Chambers of Commerce will help to ensure they have robust information to shield themselves against cyber-crime. This approach will also help businesses keep up to date with emerging threats and changes to legislation, whilst also supporting an enhanced ability to capture digital evidence and provide an enhanced digital response to cyber-crime.

Tackling cyber enabled crime is a key priority for me as PCC and I was keen to ensure that we were pro-actively tackling crime online in all its forms. Having spent a career in private business, I know how serious the threat of cyber-crime can be to the local economy. I am therefore delighted that my team have developed this initiative, and I'm looking forward to watching it develop and to see the positive impact it has on the people of the county.

Over the last twelve months, along with my Director of Technology and Digital Transformation, we have also worked

with the force IT to develop a new IT strategy which will deliver important changes over the coming months and years. As part of this work we have argued for the adoption of new mobile devices for front line officers. These devices represent a significant investment in new technology which is of higher quality and better value as they will enable better operational mobility and efficiency.

We have led the regional approach to utilising the advantages offered through the use of the Niche Police Records Management System, which is an incident-centric tool that manages information in relation to the core policing entities: people, locations, vehicles, organizations, incidents (or occurrences) and property/evidence. We will continue to work to create a shared system for collaborating forces. This will initially be rolled out in Lincolnshire, Leicestershire and Northamptonshire and could be adopted throughout policing across England and Wales. In addition to this, we have been liaising closely with the Cabinet Office to support the work being undertaken to update the national resilience capability that will allow improved blue light multi-agency response.

Through the East Midlands Digital Transformation Board we have helped to shape the new governance model for transformational IT within the county and region that will help to underpin and efficiently drive our collaborative policing arrangements. We have also been playing a leading national role on a number of key policing transformation projects as well as developing a proof of concept to implement new approaches to contact the force.



Protect People from Harm

Modern Slavery

An important part of the Police and Crime Plan is our commitment to tackling Modern Slavery and Human Trafficking.

Modern slavery is a serious crime. It encompasses slavery, servitude, forced or compulsory labour and human trafficking. Modern slavery victims can often face more than one type of abuse and slavery, for example if they are sold to another trafficker and then forced into another form of exploitation. A person is trafficked if they are brought to (or moved around) a country by others who threaten, frighten, hurt and force them to do work or other things they don't want to do.

The most robust current estimate of the scale of modern slavery in the UK was produced by the Home Office in 2014. The estimate suggested that there were between 10,000 and 13,000 potential victims of modern slavery in the UK in 2013.

Modern day slavery exists in Northamptonshire. The force's intelligence department includes officers who are specifically focused on modern slavery, developing intelligence and supporting planned safeguarding visits to locations where it is suspected to be happening. During these visits, officers, police staff and partners engage with victims on a one-to-one basis to try to build trust and confidence. Safeguarding visits have led to a number of potential victims being safeguarded and referred to the National Referral Mechanism.

The force will continue to engage with businesses to assist in identifying those who are involved in these crimes conducting random visits as well as monitoring websites offering adult services. In late 2017 the Office for the Police and Crime Commissioner took on the responsibility of chairing the Modern Slavery and Human Trafficking Working Group. Membership of the Group consists of representatives from key partnership agencies in the county including:

- Office of the Police and Crime Commissioner
- Northamptonshire Police
- Adult Safeguarding Services
- Children's Safeguarding Services
- Northamptonshire Fire and Rescue Service
- District and Borough Councils
- Department for Work and Pensions
- Health Partners

- Salvation Army
- British Red Cross

The aim of the Working Group is to develop and provide a strategic framework on behalf of organisations, based or working in Northamptonshire, who have a role in tackling modern slavery and human trafficking.

The vision of the Working Group is to:

- Understand the prevalence of Modern Slavery in Northamptonshire;
- Ensure that there is clear data and evidence supporting effective responses to the risk to individuals as a result of Modern Slavery;
- Ensure Northamptonshire has effective responses to tackling modern slavery by meeting the aims and objectives set out in this strategy.



Chapter Five

Victims at the Heart of Justice



Victims at the Heart of Justice Voice

The Office of the Northamptonshire Police and Crime Commissioner assumed the statutory responsibilities for commissioning support for victims and witnesses of crime in October 2014.

Voice has been the brand for victim and witness services in Northamptonshire since 2014 and the services were delivered under a series of contracts; the first two with Victim Support and Restorative Solutions ended in 2017.

In January 2017, I took the decision to not seek a new contract for the provision of services but instead to create a wholly owned company, Voice for Victims and Witnesses Ltd, to provide services to victims and witnesses.

The company enables a degree of independence from the PCC and police whilst also providing a level of responsiveness and flexibility that traditional contracts do not provide. The company can also focus solely on delivering the best possible services for victims and can also seek to bring in additional money to the county to support delivery to our most vulnerable people in their moment of need. The approach also means that there is a single point of entry to victim services for all victims to enable needs assessments to be undertaken and, where necessary, onward referral to specialist services to occur.

We see the development of services in two stages as follows:

Stage 1 – Was delivered in October 2017

To establish a fully integrated Voice Victim and Witness Hub delivering the following functions:

- Triage and Need Assessment of all Crime, ASB and Fire victims and witnesses
- Practical and emotional support to victims and witnesses
- Access to specialist services
- Integration of Restorative Justice Services
- Communication, engagement and public relations for the Voice Victim and Witness service

Stage 2 – Will be delivered by April 2019

- Integration of Voice Children and Young People's Service to the Voice Victim and Witness Hub as well as the Voice Road Harm service.



The Commissioner's new company limited by guarantee, 'Voice for Victim and Witnesses' transferred all staff from the Northants Victim Support contract on the 1st October under the leadership of Chief Executive Fiona Campbell. Fiona joined Voice with 29 years' experience with the Crown Prosecution Service (CPS) where she recently headed up the West Midlands complex case unit responsible for dealing with rape and serious sexual assault cases.

The company took over services from 1st October 2017. During the first 6 months of operation, over 5,500 referrals for service were received from victims, whilst the witness care unit from Northamptonshire Police is also now provided by Voice and continues to ensure witnesses attend court where required. The witness care unit continues to perform as one of the best in the region, whilst the victim service is now providing an enhanced level of service to all victims, with initial contact being made within 72 hours of referral for all victims. The majority of victims also report to improved feelings of safety and an ability to recover at the end of their engagement with Voice.

The service will continue to offer to all victims and witnesses who have consented to support via the Police or via self-referral access to highly skilled and experienced victim and witness support staff within Northamptonshire. Details of Voice and the services it offers can be found at: www.voicenorthants.org/

Victims at the Heart of Justice

Time 2 Listen

The Time 2 Listen consultation was launched to coincide with World Mental Health Day (10th October 2017) and was focussed on gaining a better understanding of the experience of people with mental illness, ADHD and Autism – and their interactions with the police and criminal justice service in Northamptonshire.

Northamptonshire Police spends more than 20% of its time supporting victims of crime and detainees with mental health needs. Over the three month consultation period, we heard from local people to get a true picture of how effective the police and the criminal justice services are in supporting people with mental illness and what can be done to improve those interactions.

This was an important consultation. One in four people experience mental illness, and while many have little or no contact with the police, it was vital we took the time to listen and find out if individuals with mental ill health who are in contact – be it through their neighbourhood, as a victim or witness, or someone who has been involved in crime – are receiving the right support from the police and from the wider criminal justice system. We know there are some people who don't receive the right help and fall through the gaps, and others who actually require help from health and social care agencies rather than the police. We must make sure people can access the right support when they need it.

A significant proportion of the offending population experience poor mental health, so this is an area that really deserves focus. It's important we identify mental health issues among victims, suspects and offenders at an early stage, so the right support is provided throughout the criminal justice process.

Through this consultation I wanted to hear from as many people as possible, as we know there are lots of people with mental illness, ADHD and Autism that have had a very positive experience and received really good support, but similarly we know that for others this was definitely not the case. Hearing about people's different experiences will help to improve the situation for individuals but will also help the police and other organisations to develop their services and be more effective. We need to provide people with the right support, in the right environment and from the right organisations.

The Time 2 Listen consultation heard from people via face to face interviews, telephone conversations, focus groups, workshops and by an online survey. The consultation was also open to parents, carers and loved ones of those with mental illnesses, ADHD and Autism. The outcomes and recommendations from the consultation will be shared with the Northamptonshire Mental Health Criminal Justice Board, which is chaired by my Office.

During the first stage of the OPCC's Time 2 listen consultation, 1066 people had been engaged face to face, 19 community meetings/events had been attended, and 617 fed back their views via social media, through a survey or through 47 one to one interviews. In addition to this, 202,199 people were reached through the time 2 listen Facebook adverts with 4155 click throughs.

The Time 2 Listen report contains 34 recommendations for criminal justice and health agencies, along with an action plan to implement them through two existing, multi-agency groups – the Mental Health Transformation Board Steering Group and the Mental Health and Criminal Justice Board. The recommendations include:

- Consistency of approach across all service providers so that people know that what to expect and that services are of uniformly high quality
- Developing a shared vision across the criminal justice and health systems, with joint commissioning of services such out-of-hours support
- Shared training of professionals to ensure high-quality services and awareness of each other's roles and responsibilities

We also launched a survey with people who work on the frontline across the Criminal Justice System and support agencies to capture their views on how organisations could work more effectively across the sector. 70 individuals responded and several team meetings/workshops have been held to capture further views.

As part of this work, the OPCC commissioned a report looking at the mental health pathways and this has informed the final recommendations which were launched in June 2018.

Download the report at: www.northantspcc.org.uk/time2listen

Victims at the Heart of Justice

Casework and Complaints

As the Police and Crime Commissioner for Northamptonshire, I hold the Chief Constable to account on behalf of almost three quarters of a million residents.

We receive a large amount of correspondence on a wide range of issues ranging from inconsiderate parking through to supporting people who have lost relatives in tragic circumstances. We continue to work closely with our colleagues in the force to support residents and assist and advise where appropriate. I currently have two members of staff that deal with casework who undertake this important role in a very professional and sympathetic manner.

The main issues that we dealt with in 2017/18 were:

Category	Number of correspondence Received
Anti-Social Behaviour	33
Complaint	61
Force Control Room	14
Increased Crime	2
Police Investigation	27
Police Response	46
Other	94
Precept	9
Reporting Crime	10
Information Request	10
Retail Crime	5
Road Safety	79
Rural Crime	36
Terrorism	4
Theft / Burglary	20
Traveller Issues	20
Visibility	33
Volunteering / Careers	19
Total	522

In addition to the casework the OPCC received, we also received 348 expressions of dissatisfaction, 287 of which were successfully resolved by the OPCC and 61 were passed to the forces' Professional Standards Department (PSD) as formal complaints.

Category	Number of correspondence Received
Treatment by Officers	14
Increased Theft	13
Precept	9
Other	43
ASB	37
FCR	13
Increased Crime	8
Police Response to crime	43
Traveller Issues	20
Visibility / Accessibility	30
Investigation Outcome	29
Roads	57
Rural Crime	32
Total	348

In accordance with the current statutory guidance, the force's Professional Standards Department (PSD) is currently the appropriate authority in the first instance to assess any complaints made against Northamptonshire Police.

Some of the more serious complaints are referred to the Independent Office for Police Conduct (IOPC) to handle and investigate, but many are retained and handled by the Professional Standards Department. As part of the Police and Crime Commissioner's statutory role to scrutinise the force and its performance, the OPCC regularly attends dip sample meetings with that department, where cases are selected, at random, by the Commission and then carefully assessed and scrutinised to ensure any complaints handled by the department, are done so in accordance with the guidelines that were set down by the former Independent Police

Victims at the Heart of Justice

Casework and Complaints

Complaints Commission (IPCC) and are due to be updated. In accordance with the guidance, the force's Professional Standards Department (PSD) is the appropriate authority in the first instance to assess any complaints made against Northamptonshire Police.

In addition to the casework and complaints, I have continued to undertake regular visits to communities across the county to help to reinforce the direct link between local residents and my role in holding the Chief Constable to account on their behalf. I have also met with local councillors to see at first hand the problems being faced by local residents and listened to a wide range of views about local policing. Further details of the work I undertake, including the visits and meeting I have undertaken as Police and Crime Commissioner can be found at: <http://www.northantspcc.org.uk/wp-content/uploads/2015/09/PCC-Diary-2017.pdf>

Complaints

As the PCC for Northamptonshire, I am currently responsible for the monitoring of all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable. However, with the changes being introduced by the Policing and Crime Act 2017, my responsibilities in relation to the police complaints system will change radically. Not only has the Act amended the definition of a complaint to "any expression of dissatisfaction with a police force which is expressed (whether in writing or otherwise) by or on behalf of a member of the public" it also gives Police and Crime Commissioners a much greater role within the police complaints system.

The direct link with the ballot box has led the Government to conclude that PCCs are best placed to assess how police complaints should be dealt with in their areas. The exercise of this discretion by democratically accountable officials, acting independently of police forces will, the Government believes, improve public confidence in the police complaints system.

As part of the overhaul of the Police Complaints system, the Government has given PCCs the responsibility undertaking

reviews of complaints in which the complainant is not satisfied (Model 1 below). In addition this, PCCs also have the option to take on some or all of the following responsibilities:

- Receiving and recording a complaint;
- Assessing and allocating a complaint either for
 - local resolution
 - local investigation
 - external investigation by the Independent Officer for Police Conduct (IOPC), taking account of the mandatory referral criteria;
- Acting as a single point of contact and communication for the complainant, throughout the processing of the complaint;
- Resolving those complaints that are appropriate for local resolution.

The table on the following page sets out the options available to PCC in how they deal with complaints.

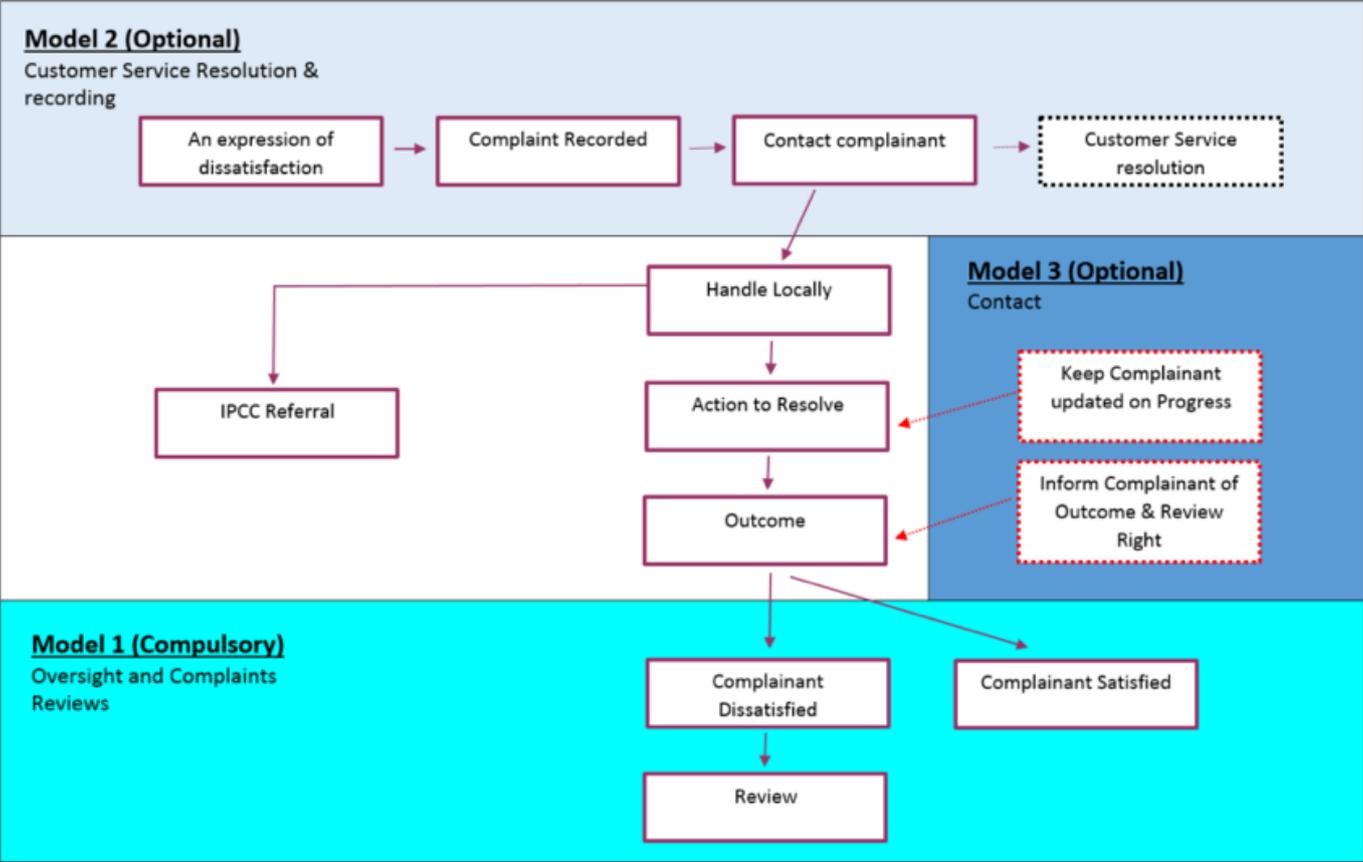
In determining how to structure the complaints system locally, PCCs will be able to draw from a range of options and responsibilities that best serve their local priorities. I have decided to adopt a model 2 which will give the OPCC a much greater role in the initial handling and recording of expressions of dissatisfaction and will allow us the opportunity to resolve low level 'complaints' without having to resort to a complex and bureaucratic process that can appear impersonal and distant. This model will also strengthen my role in holding the chief constable to account as it will me give me a greater insight into how the force is operating and where any weakness or failings may exist. This in turn will help me have a better understanding of the public's concerns and by being more transparent, it should help to increase public confidence in the force.

The OPCC are now undertaking an extensive scoping exercise to ensure we are well prepared to introduce the new complaints system. We understand the changes will be implemented in summer 2019 and I am confident that Northamptonshire will have a complaints system that is easy to access, customer focused and works seamlessly with the force's Professional Standards Department to ensure accuracy and consistency.

Victims at the Heart of Justice

Casework and Complaints

The following table sets out the options available to PCC in how they deal with complaints:



Victims at the Heart of Justice

Independent Custody Visiting

As PCC I have 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
- 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 18 ICVs in Northamptonshire. 7 new ICVs were recruited to the scheme during the last performance year.

The custody facilities at the Weekly Woods Justice Centre in Kettering and 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 2017 and 31st March 2018, 98 custody visits took place. ICV visits are unannounced and take place any day of the week at any time.

ICVs ask detainees a number of questions to check their welfare and that they have received and understood their rights and entitlements. Of the 767 detainees being held in custody during their visits during the performance year, 400 detainees were seen and spoken to. 252 were not available to receive a visit (in interview, asleep, intoxicated, seeing the doctor or their solicitor) and 42 refused a visit when offered.

Of the detainees available to receive a visit, 90% were seen.

ICVs report any concerns either raised by detainees or observations themselves to custody staff and to the Commissioner's office.

Examples of issues raised by ICVs during the last year include: Issues with facilities such as drain blockage in exercise yard, temperature too cold, cells out of order due to intercoms not working, and toilet broken. ICVs reported missed routine checks by custody staff and detainees requesting food and drink and raising concerns over medication needs. One of the



things we are doing to improve this is by implementing full-time healthcare to detainees across both custody facilities, where a full range of treatments and assessments will be available to people under arrest around the clock. This is under a new five-year contract with Northamptonshire Healthcare Foundation Trust (NHFT) and will start in June 2018.

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.

Chapter 6

What we spend



What we spend

2017-18 Budget

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.

The 2017-18 budget was my first as the Police and Crime Commissioner for Northamptonshire and following in-depth discussions and consultation with the Chief Constable, I increased the funding available to the police in order for them to deliver the new Service Delivery Model. The budget gave the Chief Constable an increase of £4.259m (3.8%) over the equivalent budget for 2016-17 which helped to provide additional front line roles. This was achieved with an increase of just 1.99% in the policing precept, which equated to 8 pence a week for a Band D property.

Policing Budget	2016-17 (£m)	2017-18 (£m)
Police Grant	74.0	73.0
Council Tax Surplus	1.0	1.0
Council Tax	47.0	49.0
	122.0	123.1

Police and Crime Commission Net Revenue Budget	2016-17 (£m)	2017-18 (£m)
Operational Policing	72.9	75.1
Collaborations with other forces	7.6	8.2
Other Departments and functions: e.g. Finance, Training, HR, ICT and Corporate Development	19.8	21.0
Pensions	11.1	11.3
	111.4	115.6
Office of the Police and Crime Commissioner: e.g. staff, subscriptions audit etc.	1.8	1.8
Commissioning Services	2.1	2.1
Capital Financing	0.9	1.7
Contributions to reserves	5.8	1.9
	122.0	123.1

What we spend

2017-18 Budget

During the year I received and considered regular budget monitoring reports for both the force and PCC managed services.

At the end of 2017-18, after taking into account the additional 1% bonus for the Police Pay Award and taking account requested carry forwards of £0.167m, the force underspent by the sum of £0.272m (a variance of 0.24%).

For PCC managed services, after taking into account the £0.5m transfer to earmarked reserves for use on Prevention and Early Intervention Initiatives, the overall budgets underspent by £0.238m in 2017-18. This underspend will be carried forward and used on specific initiatives in 2018-19.

The main areas of underspend related to the office of the Police and Crime Commissioner (£0.120m) and the Police and Crime Institute (£0.075m), together with small underspends in public involvement and early intervention.

The Police and Crime Commissioner and the Chief Constable produce Statement of Accounts each year and the draft accounts were published by the accelerated statutory date of 31 May 2018. These accounts are currently subject to external audit and it is anticipated that this will be completed by the accelerated completion date of 31 July 2018. Copies of the full documents are available on our website at: www.northantspcc.org.uk/governance/what-we-spend/

Fairer Funding Settlement – Lobbying Central Government

I am so proud of the hard work of our officers and staff. Since taking office, I have done all I can to ensure they have the support and resources necessary to undertake their role. For example, I have provided additional money to the force to provide additional front line roles and I will work with the Chief Constable to ensure the force can make the most of all the assets available to them, so we can provide the best possible

affordable service to the public and to each other.

I have also worked closely with the Chief Constable to improve performance and deliver long term systemic changes to how the force operates. This important work, however, is being undertaken against a backdrop of historic underfunding and an ever increasing demand on police resources. I have spent a great deal of time and effort lobbying central government to recognise the weaknesses in the way policing is funded nationally and how Northamptonshire Police has been historically underfunded. A situation which has placed real pressures on the delivery of front line policing in our county.

When the police grant settlement was announced last year, I was encouraged that the government seemed to be listening to the concerns we have been putting to them over the last twelve months about the funding issues we face. Whilst more money for counter terrorism and public protection is welcome, it is somewhat disappointing that police forces across the country were told to expect a flat cash budget. In other words, there will be no more cash from the government for frontline policing in Northamptonshire.

Whilst I recognise that there is only a finite amount available from central government, I am not completely satisfied with our budget allocation. However, for the first time, the Government has given PCCs more flexibility to raise funds locally following an increase in the amount they can raise through the council tax precept. This meant I had to balance the need to provide effective front line policing across our county against keeping the cost to local households as low as possible.

This year's budget has been a very challenging undertaking and the decision to increase the precept was a difficult one to take. After careful consideration, which had been well informed by the views of local residents, I proposed a rise in the precept for policing in 2018/19 by the maximum £12 per year which is an increase of 5.74%. It is important to understand that this proposal is not one I have taken lightly. It was informed by over one thousand, two hundred local residents who responded to our consultation and I was reassured that 61% of respondents stated they were willing to pay 5% or more.

What we spend

Fairer Funding Settlement – Lobbying Central Government

In addition to this, when I put my proposals to the Police and Crime Panel, which is drawn up of elected and co-opted members from across Northamptonshire, they supported them unanimously. They have also written to the Home Office to support my call for a fairer funding settlement for our county. For just £1 a month, we will be able to raise an extra £3.97m in council tax which will help to build a sustainable base budget of £127.1m in 2018/19.

Not only will this maintain and safeguard policing but also prioritises additional investment which will help to reduce demand and increase efficiency and capacity. The budget also means I have been able to increase the amount of money available to the Chief Constable by £3.4m in real terms to £118.7m.

This will help provide extra staffing and investment capacity in a number of key areas such as Offender Management and Early Intervention, the management of sex offenders and additional regional and local capacity and capability for cybercrime.

I have also ring fenced over £1.2m to invest in a number of

force priority areas such as :

- Additional capacity and capability to support Domestic Abuse and Rape Investigations.
- Extra capacity and capability to support proactive intelligence resources.
- More investment in Information and Communications Technology (ICT) systems and resources.
- Further support to improve public confidence, rurality, visibility, low level drug dealing and antisocial behaviour.

I now look forward to a conclusion of the fairer funding formula review which I hope will yield a better outcome for Northamptonshire in the long term. This is vitally important as we currently get a raw deal for money per head of population in comparison to other police forces of a similar size – who receive more cash per person than we do. This is a situation which needs to be addressed and I will continue to work tirelessly to ensure we get a fairer settlement. Despite the funding pressures however, I will continue to ensure that I work closely with the Chief Constable to ensure the £123m we receive to provide policing in Northamptonshire is spent wisely.

Crime & Disorder Reduction Grants - Northampton Community Foundation

The Police and Crime Commissioner believes that the most effective way to create a safer Northamptonshire is by communities helping themselves and each other through initiatives that reduce and prevent crime and anti-social behaviour in the county.

The Office of Police and Crime Commission has partnered with Northamptonshire Community Foundation (NCF) to create the Making Northamptonshire Safer Communities Fund and Foundation – which the PCC has provided £100,000-worth of funding to across 2017. This is funded through money that

is seized from criminals by the force through the Proceeds of Crime Act.

NCF is the county's largest independent grant giving organisation and provides much needed and often life changing grants to some of the county's most vulnerable and in need people. Since its inception in 2001, the Foundation has distributed £8.8 million to over 2,500 projects.

The Foundation will distribute grants on behalf of the Police and Crime Commission to help deliver a safer county.

What we spend

Crime & Disorder Reduction Grants - Northampton Community Foundation

Feb 2018	Organisation	Grant Awarded	Details of grant
	Northamptonshire Search & Rescue	£8,517	The grant will enable the group to upgrade their radio network to provide a secure communications system to improve their search and rescue services throughout Northamptonshire.
	East Northants Community Services	£8,847	The funding will enable the group to continue to provide their recovery house rehabilitation service which supports those suffering from substance addiction.
	Support Northamptonshire	£9,586	The grant will be used to develop a community-led safety network to help prevent crime, including hate crime and fear of crime across Wellingborough.
Sept 2017	Organisation	Grant Awarded	Details of grant
	Northamptonshire Neighbourhood Watch Association	£9,460	The group will use their funding to develop their 'Operation Target' initiative with an aim to build safer communities for the long-term. Operational work and activities will be delivered to improve crime awareness, vigilance and reporting in the County.
July 2017	Organisation	Grant Awarded	Details of grant
	Northamptonshire Crimestoppers	£4,725	The grant will enable the group to produce theatre productions that raise awareness around gangs and grooming.
	Pearls of Peace	£9,520	The funding will enable the group to run a counselling and bus hire service to tackle the impact of Hate Crime.
	C2C Social Action	£10,000	The grant will enable the group to continue to run their women's centre and extend the service to other vulnerable women
	Unity Leisure t/a Northampton Leisure Trust	£5,000	The grant will enable the group to continue their Northampton Street Sports project reducing anti-social behaviour and a diversion from getting involved in crime.

Chapter 7

Decisions taken by the PCC



Decisions taken by the PCC

2017/18

The PCC has a statutory duty under the Police Reform and Social Responsibility Act 2011 to publish decisions of 'significant public interest'.

These are published as Decision Records on the PCC website at: www.northantspcc.org.uk/governance/executive-orders-2/

DR Number	Title	Decision
15	PCC Funding Various	<p>a. Provide funding of £81,474 for Agile Working</p> <p>b. Provide funding of £51,925 per year for five years for the provision of pensions administration services.</p> <p>c. Provide funding of £200,000 to extend the support given to The Institute for Public Safety, Crime and Justice for twelve months as a single tender.</p> <p>d. Provide support to the regional contract to provide translation services in custody.</p>
16	Disposal of Buildings	Dispose of the buildings fronting Mere Way and the playing fields as per the agreed Heads of Term agreement with the Education Funding Authority.
17	CSE Engagement Worker	To utilise underspend from the 16/17 commissioning budget for a Child Sexual Exploitation (CSE)Engagement Worker from 1st July 2017 until
18	The provision of Non Police Vehicle Disposal Services	Award the contract to RAW2K Ltd for the provision Non Police Vehicle Disposal Services. The contract will cover a Four year period starting 1st April 2017- 31st March 2021, with the option to extend for a further two years until 31/3/2023.
19	Mental Health Treatment Requirements Pilot	Provide £30,000 as a one off contribution to a partnership arrangement for the delivery of a female focused pilot for Mental Health Treatment Requirements
20	Voice Case Management System	Purchase a new case management system (from Empowering Communities) for Voice, the service in Northamptonshire for victims and witnesses.
21	Live BSL Service	Formalise the agreement with Significant for the continued provision of the Live BSL service which has been based on a verbal ongoing basis since the service inception back in 2014
22	Insurance Renewal	Accept Option 2 in relation to the renewal of The Police and Crime Commissioner for Northamptonshire insurance programme due on 1 November 2017
23	ChISVA	Fund a FTC ChISVA employed by Service Six at The Serenity SARC Centre from the 16th August 2017 to 31st March 2018
24	National Police Chiefs' Council	Commit £11,045 as a contribution as part of the collaboration agreement for the National Police Chiefs' Council.
25	Voice funding 2017-18	To transfer £430,000 to Voice for Victims and Witnesses LTD wholly owned by the PCC for Northamptonshire to deliver Victim and Witnesses Services for Northamptonshire for 2017/2018.
26	CIPFA Closedown Software	Provide £10,000 per year for three years for the Provision for Cipfa Closedown Software.
27	One Stop Shop	Agree a lease with Corby Borough Council for £7k a year within the One Stop Shop at the Corby Cube.
28	Warwick House	Sign the lease for Warwick House, Northampton to provide accommodation for victim services including Voice, Sunflower Centre and Rape Crisis Centre.

Decisions taken by the PCC

2017/18

DR Number	Title	Decision
29	S151 Advice in Respect of Proposed Fire Transfer	Progress with the Home Office the proposed transfer of Fire Governance.
30	National Enabling Programmes support	Continue consultancy support for the National Enabling Programmes (NEP), formally the National Police Technology Council (NPT) Enabling Programmes, to the end of this financial year.
31	Project Quantum	Extend and provide additional support for Project Quantum to support the projected go-live date.
32	Sopra Steria	Renew the support/maintenance contract with Sopra Steria for a further three years for Command and Control systems for call handling, incident management and resource management of deployable resources services.
33	Sopra Steria STORM support	Renew the support/maintenance contract with Sopra Steria for a further three years for STORM support and maintenance.
34	ISVA funding	Continue to commission Independent Sexual Violence Advisor (ISVA) provision for Northamptonshire whilst work is ongoing to implement a new delivery model from April 2019.
35	Asbestos Policy	Sign and implement an Asbestos Policy & Management Plan for 2017/18
36	Rent Deposit Scheme	To provide funding to NACRO for a period of one year for the provision of a Rent Deposit Scheme for offenders totalling £15,000.
37	Grosvenor House Corby	Agree a Tenancy at Will with Corby Borough Council part of the ground floor in Grosvenor House, George Street, Corby, Northamptonshire, NN17 1QG for £500 per quarter exclusive of VAT.
38	Deed of Surrender magistrates courts Towcester	Agree a Deed of Surrender relating to Magistrates' Court, Watling Street, Towcester with the Secretary of State for Communities and Local Government.
39	Turning Overage Deed Towcester Police Station	Agree a Turning Overage Deed in respect of the Police Station on Watling Street, Towcester NN12 6DE with the Secretary of State for Communities and Local Government.
40	Warwick House	Grant Voice for Victims and Witnesses Ltd permission as licensee to occupy part of parts of Warwick House, Billing Road, Cliftonville, Northampton, NN1 5BE.
41	Northamptonshire Rape Crisis	Agree a Tenancy at Will with Northamptonshire Rape Crisis relating to office space in Warwick House, Billing Road, Cliftonville, Northampton, NN1 5BE.
42	EE mobile devices	Approve the award to Everything Everywhere (EE) for the supply of Mobile Devices for Northamptonshire Police. The procurement route is via a Direct Award through a CCS procurement framework RM1045 Lot 6.
43	Towcester Lease	To buy out Her Majesty's Courts and Tribunals Service (HMCTS) leasehold at Towcester. The entire site to be within the freehold control of the OPCC for Northamptonshire without a third party holding tenancy or other rights.
44	Sketty Close	To terminate the lease of the Road safety Partnership premises in Sketty Close, Northampton.
45	PCC Initiatives Reserve	On the 5 March 2018, the PCC approved that the additional Council Tax and Surplus Funds of £506K for 2017/18 are added to the PCC Initiatives Reserve.

DR Number	Title	Decision
46	Revenue Contributions to Capital Outlay	That the final underspend on Capital Financing Costs for 2017/18 when confirmed after year end is transferred to Revenue Contributions to Capital Outlay (RCCO) to assist in funding the Capital Programme.
47	Further Decision – National Enabling Programmes	The original decision as reflected in Decision Record No 30 required timely information and assurances to be in place to mitigate risks and determine the Northamptonshire PCC as the contracting authority for consultancy support for the National Enabling Programmes (NEP), to the end of this financial year. As the information and assurances have not been provided, the PCC has decided to cancel the decision taken in Decision Record No 30. The authority for this will remain with the City of London Police who are also the recipients of the Home Office Grant Funding for the programme.
48	Sponsored PCSO scheme	Jointly with the Chief Constable to launch and recruit to a scheme allowing local councils and organisations to sponsor the salary and salary related oncosts of a Police Community Support Officer.
49	Treasury Management Strategy 2018-19	To adopt the Treasury Management Strategy for 2018/19.
50	Joint Corporate Governance Framework	The PCC has approved the implementation of the Joint Corporate Governance Framework (CGF) for the force and OPCC to adopt from the 1st April 2018.

Glossary

A-Z

AAMR - Alcohol Abstinence Monitoring Requirement

ASB - Anti-Social Behaviour

BeNCH – Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire Community Rehabilitation Company

CJS - Criminal Justice System

CPS – Crown Prosecution Service

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

ESN - Emergency Services Network

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

MISPERS – Missing Persons

MFSS - Multi Force Shared Services

MHTR - Mental Health Treatment Requirement

MTFP - Medium Term Financial Plan

NCC - Northamptonshire County Council

NLEDS - National Law Enforcement Data Services

NESC – Northamptonshire Emergency Services Cadets

NPAS - National Police Air Service

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

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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