



2022 - 2023

Northamptonshire Police Force Management Statement

NORTHAMPTONSHIRE
POLICE
Fighting Crime. Protecting People.



Summary

This 2022/23 Force Management Statement (FMS) provides a comprehensive overview of current and future demand for policing services in Northamptonshire. It demonstrates how the force manages its resources and assets to meet demand and how the force will change and improve its workforce, policies, practices, and other assets to cope with future demand. The FMS establishes which areas of demand present the greatest risks to the standard and resilience of the service the force provides.

Summary of demand sections

Northamptonshire Police adopted the forecasting tool Poliscopes, for the force's reactive demand. The utilisation of multiple forecasting methodologies results in a more robust forecast, more reflective of the current climate. For all demand forecasts, unless otherwise stated, the force is using the following data for the forecasts

- Crime and Incident data complete up to September 2022 inclusive
- Modelling components of STLM (this method handles trends and seasonal components), TBATS (this model is similar to STLM but is capable of modelling time series with multiple seasonalities) and SNAIVE (this method takes the most recent observation as representative of future values).

Due to the change in forecasting methods since the previous FMS, comparing the current demand vs the forecast from the previous FMS is no longer suitable. Where applicable and significant changes are present in the past 12 months, comparisons will be made within the Poliscopes forecast to identify changes the previous trends. This will not be completed for all demand; only where unexpected deviation has occurred based on professional judgement.

While the Poliscopes data has been utilised within the FMS, it is based on previous statistical data. This has been used to infer the expected demand in the future but cannot take into account unexpected changes such as legislation or crime recording practices, i.e. Home Office counting rules have changed during this time frame. Analytical insights provided will take into account considerations that could deviate away from the forecast.

Responding to the Public – Requests for Service

Total demand coming into Northamptonshire Police has increased in the previous 12 months by 1.2%; total requests for service being 376,427.

999 calls have increased to unprecedented levels however this follows a national trend. The force is likely to see an increase in 999 calls for service; a proportion of this increase is likely to be emergency calls that are most suited to partner agencies. During 2023/24, a project is being initiated to explore the demand that may be better placed with other agencies, Right Care Right Place.

The demand through 101 calls is on a decline; with the increasing use of online platforms to request service from Northamptonshire Police, it is likely that the demand coming into force via 101 will continue a declining trajectory.

It is expected that online requests for service will continue to increase in the future, through live chat, online platforms. The number of crimes being recorded following an online request has increased by almost 50%. Further demand analysis is planned in, to better understand demand across 999 calls, 101 calls and online requests for service, as well as hidden demand.

During this reporting period, 999 call performance remains good, ranked within the top 5 forces for proportion of calls answered within 10 seconds. However, more recently this has declined; work is being conducted to address this. Call abandonment levels remain strong with just 0.13% of 999 calls being dropped. 101 calls were answered within 60 seconds (87.9%), indicating a strong performance within the FCR.

Attrition rates within the FCR are high; there is a young in-service workforce, presenting some risks in terms of training and performance. It is anticipated that as the cost of living continues to increase, there is more potential to lose staff at a higher rate than has been seen, seeking alternative employment within the private sector. Recruitment and training are planned in, to mitigate this.

The FCR utilise officers outside of the traditional FCR set (Telephone Resolution Team (TRT), Initial Investigation Team (IIT) and Crime Compliance Team (CCT)) to provide initial crime investigation/advice at an earlier point in the cycle, shifting residual demand away from the front line. TRT managed 3% of all incidents and associated crimes, IIT diverted 17.6% of the force's total crime demand and CCT screened in 61.2% of the force's crimes. Recorded crime is expected to increase by 4.2% across all teams, moving forward.

There are expected to be some challenges in meeting demand with current assets over the coming years. Investment is being made into Rapid Video response technology, in particular for domestic abuse victims, as well as a new victim contact platform, which could see an improved service and reduce some demand in the FCR, response and the crime command.

Responding to the Public – Incident Response

Volumetric incident demand has risen above predicted levels following a month of peak demand in August 2022, and forecasts predict this gradual rise will continue.

Public safety and welfare (PSW) incidents continue to account for much of all incident type demand. Percentage increases continue to grow, which follows a national trend. This demand significantly impacts officer availability and visibility. Concern for safety incidents continue to make up a large proportion (63%) of calls, with missing persons generating 7% of all PSW incidents.

Crime related incidents reporting have seen a steady increase over the last two years and this trend is expected to continue, most notably in relation to acquisitive crime types, given the forecasted economic downturn.

A large majority of crime incidents are made up of reports of "Violence Against Person" (25.6%), "Domestic Incidents" (18%) and "Other Crime" (23.1%). Police attendance at Violence Against Person (VAP) offences has seen a significant increase since the start of the year (+15%).

Domestic Abuse arrest rates have increased significantly, giving a better service to victims (4 times more likely to achieve positive outcome when arrest is made). This has in turn started to reduce reoffending rates. There is however a risk that the additional officer time required in dealing with DA in this manner directly impacts officer availability (approx. 25% of all demand is domestic related).

G1 incident demand continues to increase with the majority of deployments being made to these (48.6%). There has been a decrease in demand for G2 incidents, however a large proportion of this demand is being moved rather than resolved, with G2 incidents either becoming G1 incidents, or being moved to G3 Scheduled Response, meaning the risk remains in most instances. Due to increasing pressures surrounding G1 incidents, G2 performance has been erratic, specifically G2 time to arrive. Analysis is ongoing to identify potential measures to ease pressures on Response officers.

Due to increases in demand, G1 Urban (G1U) incidents attended within the SLA (15m) has shown a reduction. Between September 2021 and September 2022, the force achieved 61.04% compared to 66.81% the previous year. G1 Rural (G1R) incidents attended within their SLA (20m) have also decreased (slightly), achieving 67.86% between September 2021 to September 2022, in contrast to 68.95% the year prior.

Despite a significant decrease in G2 volume, incidents attended within 4 hours (SLA guidelines) have also slipped. 46.8% of G2 incidents were attended within the SLA compared to 49.12% the previous year.

Low risk domestic incidents have the potential to remain unattended for extended periods of time (due to lacking officer availability, victim availability and scheduled appointment slots), which in turn increases the risk not just to the victim (of further abuse) but to the organisation from a victim satisfaction viewpoint. The force is looking into the potential of video response calling, a project currently being scoped for virtual attendance and deployment.

Supervision and leadership within the response function is a risk for the force, with inexperienced teams often being led by inexperienced supervisors. Gaps in supervisory roles lend themselves to opportunities to identify talent and create more diverse teams however, due to difficulties retaining and/or recruiting experienced officers, it limits options available to the force.

The volume and pace student officers are joining the force continues to impact the response function the most. Local response officers continue to experience high levels of pressure to develop and mentor student officers, under a backdrop of high demand, increased complexity of crime and inexperienced and/or minimal supervision.

A shift pattern review was commissioned; following feedback around lack of continuous personal development (CPD), concerns over the wellbeing of response officers and their challenge with the current working pattern highlighting that they felt it made work life balance difficult and adversely affected their health and wellbeing, a new pattern will be implemented on 1st June 2023.

All front-line managers have been trained in Mental Health (MH) first aid, providing the insight to identify and intervene when they spot potential MH warning signs within their team. Supervision has been reconfigured on response to support the inexperienced PC's and PS's on the North LPA, this has resulted in a reduction in workloads that teams are attempting to manage and increase capacity to respond to the demand. Upskilling supervisors has taken place, to support skills to make robust decisions around what will/will not be investigated; this is supported by Police Decision Maker (PDM) training and buddy systems. The force introduced Op Positive which is a 5-week ringfencing initiative to facilitate learning and embed knowledge in the early stages of initial tutorship.

A revised crime allocation policy is now in place to minimise movement of crimes and ensuring the right team deal with the right investigation, leading to improved service to the public and supporting demand in force.

There is a residual demand gap, but it is expected to be minor. A gap will remain whilst the force transition local authority statutory services back to the relevant organisations and establish accountability for their responsibilities, thus diverting some demand currently supported by Police. Once this is established it is anticipated the force will be able to meet future expected demand.

Prevention and Deterrence

The force has a new Prevention and Intervention Strategy which sets out priorities for the now and the future.

In the previous 12 months, overall crime volumes increased to 63,577 (+3.5%), however demand is forecast to decrease for the next reporting period.

There were 12,788 ASB offences, a reduction of 26.9% compared to the previous 12 months. However, forecasts suggest this could increase again before stabilising for future years.

There was a reduction in the number of crimes recorded for criminal damage, public order offences and neighbourhood crime (which includes residential burglary, theft from motor vehicle, theft of motor vehicle, vehicle interference, theft from person and personal robbery). Rural and wildlife crime also saw a decrease; forecasts expect this to stabilise. However, ASB is expected to increase over the next reporting period but will then stabilise. Criminal damage is expected to decrease and stabilise over the next few years. Forecasts suggest public order will increase over the next 4 years, whilst neighbourhood crime will fall.

For Night-Time Economy (NTE), there were 1998 incidents recorded which was an increase of 41.7% compared to the previous 12 months which reflects the impact of the Covid restrictions in the previous year.

There were 1375 hate crime incidents recorded, a decrease of 11.8% compared to the previous 12 months. Racial hate crime accounted for 74.3% of all offences which was consistent with the previous year. Religious hate crime saw a small increase whilst there was a large increase in transgender hate crime, albeit the number of offences remain low. Public disorder and violence against the person continue to account for the majority of all hate crime. However, public disorder saw a large decrease from 47.6% to 43.6% of all hate crime when compared to the previous 12 months. Future demand is forecast to increase and return to levels seen in previous years, before stabilising over the next three years.

During this period, stop and search was used 3358 times compared to 3047 in the previous 12 months which was an increase of 10.2%. Drug searches increased by 8.5% in 2022, probably due to the adoption of Drug Harm as a force Matter of Priority in April 2022. Drug related issues also continue to feature strongly in LIPs surveys with 31.5% of the public identifying drug dealing / misuse as one of the top three priorities. There was a 21.1% increase in searches for bladed weapons and 19.2% increase in searches for other weapons. However, searches for firearms reduced by 36.4% although there are far fewer searches for firearms compared to knives and other weapons. Searches of under-18s increased by 36.4% in 2022 compared to 2021 with searches for weapons being the most common reason.

The use of Body Worn Video (BWV) when conducting stop and search has increased to 97.1% in the 12 months to December 2022 compared to 94.1% in the previous 12 months. Explanations provided for instances when BWV was not used was due to faulty or uncharged equipment.

In the previous 12 months there was an increase in the use of force with 8516 instances compared to 7473 in the previous 12 months (+10%). This is broadly consistent with the increase in the number of arrests which increased by 10.4% in the same period. The overall increase reflects a significant increase in compliant and non-compliant handcuffing. The largest relative increase was seen in use of baton, which increased by 66.1%, and use of spit guard, which increased by 25% although volumes remained below 100. In 2022 there was an increase in incidents where Taser was used (9.8%). This includes all use of Taser and not only discharges. The volume of discharges fell by 33.3%. The number of Taser incidents involving under-18s increased by 62.5% to 130 incidents. However, there were no Taser discharges against under-18s in this period.

The force continues to utilise the support of external scrutiny panels for stop and search and use of powers.

Locally Identified Priorities (LIPs) are looked at every four months in line with the LIPs process. Overall public confidence is usually between 40-50%. In the period December 2022 to March 2023, it dropped to 40.8% (previous reporting periods 42.1% and 49.4% respectively).

One of the key tools used by the force to engage with communities is Neighbourhood Alert (NHA) which is a messaging service that allows the force and other partner organisations to keep the community informed about issues that are relevant to local communities. All PCSOs and most of the wider Neighbourhood Policing Teams (NPT) are trained in its use and this is currently being extended to other departments in the force as part of an integration project. Members of the public can respond directly to messages sent out via NHA or contact their Local Policing Teams through the system. The system will introduce an enhanced survey tools which will enable increased engagement with local communities.

The force continues to develop its Observatory; using Qlik as a data visualisation tool it brings together multi-agency data to allow detailed analysis and research of all data, into a central hub. This enables informed decision making at strategic and operational levels for the force and partners. Working closely with Youth Offending Service (YOS), and utilising evidence bases from the Observatory, the force has sought funding linked to reductions in youth violence and linked to evidence bases such as the Youth Endowment Fund (YEF) Toolkit. The original criteria for Turnaround, as defined by the Ministry of Justice, excluded any child with a previous order or in care. Work with the Observatory identified a significant number of the key vulnerable children on the cusp of criminality who were excluded from the Turnaround process; a bid was developed to allow a local Turnaround+ programme using this funding to extend the support and diversion into a wider cohort. Northamptonshire were the first force nationally to have the Youth Endowment Fund (YEF) attend to present training in their evidence-based toolkit derived from best practice from violence reduction units.

A successful bid was made by Northamptonshire Children's Trust to the Department of Work and Pensions' Reducing Parental Conflict Grant to develop packages for partners which included an element to work in partnership with police and local domestic abuse organisations to improve frontline officer awareness of the difference between parental conflict and domestic abuse. This has resulted in training that enables front line officers to have greater awareness and understanding of parental conflict, the impact that it has and how to respond to it which will help to signpost to the correct services more effectively, reduce demand and supports a trauma informed approach.

The force is working to further scope the role of 'Community Safety' over the next four years and how this will align with the operating model for neighbourhood policing, and work with the changing models in Strategy & Innovation, Culture Team, and Prevention & Intervention. There is an increased focus on community engagement and problem solving, which will lead to increases in demand.

[REDACTED]

[REDACTED] The Serious Violence Duty will increase the need for partnership working and could place additional demand on the force.

Investigations

The force has seen an increase in demand for a number of areas. Most Serious Violence (MSV) offences saw a small increase (1.3%) compared to the previous 12 months. The forecast expects volumes to follow the same trend over the coming years.

Personal robbery demand increased by 8.5% with a noticeable increase in the summer of 2022. There has been an increase in the volume of robberies where a weapon was present which equates to 40.5% of all robberies. There has been a 55% increase in the number of robberies linked to under-18s with victims and perpetrators increasing. The proportion of robbery victims who are under-18 has increased from 18.7% to 28.4%. The proportion of under-18 perpetrators has also increased in the same period. Business robbery demand also increased in the 12 months to September 2022 by 30.8%.

Working groups and focus groups have been established to look at key issues and to mitigate risks. An enhanced robbery performance structure has been built and a plan formulated to target robbery. Despite residential burglary no longer being a force priority, the force intends to retain the dedicated burglary teams, which should help to contain incoming demand at lower levels than could have been seen over the next few years. An internal burglary meeting now triggers a multi-agency response as part of the Community One arrangements.

The force saw a decrease in the number of fraud occurrences (-16.8%). Although demand is forecast to remain relatively stable over the next four years there are strong indications that a potential deep economic recession may cause demand to increase particularly in the next 18-24 months.

There were 52,100 overall volume crime offences which was a very small decrease (-0.1%) compared to the previous 12 months but is 4.2% higher than was forecast.

In the 12 months to September 2022 there were 11,140 violence without injury offences an increase of 6.2% compared to the previous 12 months. Violence without injury continues to account for the largest volume of any crime type and accounts for 17.6% of all crime in the year to September 2022.

The force Crime Scene Investigators (CSIs) attended 1562 crimes which equates to 2.5% of Northamptonshire's total recorded crime. 35% of CSI demand was for residential burglary offences with volume crime accounting for 85% of all CSI attendances. Serious and major crime offences accounted for 15% of all CSI attendances but required higher attendance times due to the nature and complexity of these offences. Future demand for CSI attendance is forecast to increase by 12% overall in the period to the end of 2025.

Demand in the Criminal Justice Department remains high but due to increases in establishment it is now better resourced. The number of pre-charge case files submitted to the Crown Prosecution Service (CPS) is increasing but this was expected given the additional staff in the crime team. Future demand is difficult to predict as it is dependent on factors such as arrest rates. The increased use of out of court disposals (OOCs) will reduce the number of prosecution case files that have to be submitted to CPS and the courts. The force is continuing to maintain its use of OOCs and there are plans in place to further promote the use of OOCs with various sessions planned by the Out of Court Disposal Team for custody and wider briefings.

The force saw the overall number of detainees in custody at 11,758 which was an increase of 10.8% compared to the previous 12 months. Juvenile arrivals fluctuated throughout the year, peaking in August 2022 with levels at the highest since July 2018. Although the majority of juveniles arrested were in the 16-17 year age group there was a sharp rise of over 44% in 10-15 year olds being arrested, mostly linked to violence and theft. There were 192 female juvenile arrests, the second highest level for five years.

The force saw 9010 crimes being positively resolved which is an increase of 13.9% compared to the previous 12 months. This represents a positive outcome ratio of 14.1% which was a 2.1% increase over the previous 12 months. The number of charges obtained increased by 12.1%. This represents a charge ratio of 8.1%. The force recorded fewer Formal Out of Court with decrease of 4.4%. This represents a Formal OOC ratio of 1.5%. Informal OOCs increased by 23.0% which represents a ratio of 4.2%.

Arrest rates for overall MSV offences have fallen 37.7% (-2.2%) compared to the previous 12 months. Arrest rates for GBH offences have increased in the same period but arrest rates for robbery offences have decreased. The rate of positive outcomes achieved for knife crime has increased to 24.9% from 23.7% compared to the previous 12 months. Despite this, the force is still ambitious to make improvements, including delivering a standardised approach to offences involving possession of weapons, particularly for offences involving under-18s, to help to further increase positive outcomes and also enable diversionary activity and interventions to take place. There have been increases in both formal outcomes and out of court disposals with the OOCs

being used primarily for low level possession offences where the offenders are under-18 in order to divert them from the criminal justice system. The Out-of-Court Disposal Scrutiny Panel continues to audit instances where these have been used to assess appropriateness.

Northamptonshire Police is currently formally ranked 1st nationally for compliance with the Directors Guidance Assessment. In the 12 months to January 2023 conviction rates at Magistrates Court increased to 83.3% from 82.4%. In the same period conviction rates at Crown Court reduced from 84.6% to 80.5%.

The COVID-19 recovery within the courts remains slow with cases listed on numerous occasions which is leading to the potential loss of the victim. This has been exacerbated recently by the industrial action amongst barristers and crown court staff. Crown Court trials are currently being adjourned to March 2024 for first trial listing.

[REDACTED] This is delaying decisions for victims and can lead to their disengagement. This issue is actively managed by the Local Criminal Justice Board (LCJB) and various pieces of work have been triggered to address it however the issue stems from a shortage of Barristers and a shortage of HMCTS and CPS staff in Northamptonshire. There is a clear partnership approach at strategic level which is welcomed.

The force continues to monitor levels of public confidence in policing and levels of satisfaction with the service provided. Victim satisfaction levels have reduced slightly since the last assessment; for the two years up to March 2023 the overall victim satisfaction rate was 72.3% compared to 74.0% previously. Victims tend to be most satisfied with treatment by officers and staff who deal with them, closely followed by ease of contact. They tend to be least satisfied with follow-up/how they are kept informed of progress. Satisfaction with actions tends to have the strongest correlation with overall satisfaction, but all aspects contribute.

[REDACTED]

As at September 2022 CID had a number of vacancies. Approximately 51% of officers in CID were qualified detectives at the time of reporting. CID officers are still being infrequently used to resource scheduled appointments, where the FCR have deemed that the risk is appropriate and where a slower-time response will not hinder any subsequent investigation, although this has reduced by 28.9% compared to the previous 12 months. Day to day crime workloads are being managed effectively but case file production remains an issue.

The additional cohorts of officers joining CID through ADP will help to reduce staffing issues but there will remain an imbalance between the number of experienced officers required to act as tutors to the new entrants. Additional tutor courses will be run to help with the demand from the new ADP cohorts.

CJ continues to employ the "Centre of Excellence" approach and are achieving this consistently now. As opposed to previous years CJ now has no queue with case files now being caught, triaged and evidentially reviewed within 2 working days from receipt. A 21-day Service Level Agreement (SLA) has also been introduced which covers all inbound case files and sets a time standard for triage, evidential review and file build to improve the end-to-end investigation timeliness. CJ has clear internal and external escalation policies which are well known and understood in order to fulfil the 21-day standard.

Protecting Vulnerable People

Vulnerability and safeguarding demand has increased in most areas. However, with pockets of excellence, pioneering work across the PVP command continues to strengthen the forces approach to vulnerability.

Specifically in respect of vulnerable children, as both victims and/or offenders, demand has increased. The Observatory and CIRV look to divert children from offending, however it is anticipated that with the increased use of social media for interactions, this will lead to more online demand; as children become more tech savvy, the ability to safeguard becomes a challenge for policing. In relation to Child Exploitation (CE) and missing children, 50% of missing people related to children aged between 14-17 years. With the creation of a Child Exploitation Hub, comes a clear pathway for children at risk of CE. This along with the Missing Person Investigation Unit (MPIU) will focus on repeat missing persons and processes in force.

The force saw an increase in the total number of individuals reported missing (+4.7%); 67.2% of missing reports accounted for repeat missing persons.

In relation to sexual offending, there has been a reduction in rape offences recorded, the 7th biggest reduction nationally. This is against a backdrop of increased population as well as the force's strong national CDI performance. The positive outcome ratio of 6.4% has been achieved which is above the national average (5.3%). However, there has been an increase in other sexual offences (+10.7%) but this is the 4th lowest rise nationally. For all other sexual offences, the positive outcome ratio was 10.2%, which again is above the national average (9.8%).

There was a small decrease in the Domestic Abuse (DA) incidents reported which puts the force at odds with the national trend, however it is anticipated this is linked to the increase in the OOC's used. The number of repeat victims has declined and stabilised, however further work will be completed to review hidden demand. Arrest rates have improved and exceed the force's internal target (32%), the arrest rate was 37.3% in this reporting period. DA Voluntary Attendance (VA) rates are hard to report on due to recording practices in force; this is being addressed. VAWG continues to be a force priority and with media attention on serving officers across the country who bring discredit on police forces, this could likely lead to reduced trust and confidence in policing.

Mental health continues to be linked to high levels of crimes, 8.7% of all crimes were highlighted as involving mental health. 13.9% of crimes relate to victims with mental health concerns. There have been issues with data quality in respect of flagging MH offences on force systems, however a review has been completed to identify training and/or communication requirements. The force used S136 powers a record 546 times in the 12 months reporting period (+11.2%). 49% of nominals were repeat individuals. 54% of the S136 did not result in a detention under the MH Act. There has been an uplift in the number of Op Alloy nurses and a project to look at Right Care Right Place; in the hope to identify the correct route to support victims/offenders.

The Child Abuse Investigation Unit (CAIU) had seen an increase in the volumes of live occurrences per full time equivalent (FTE) officer earlier in the year, however action was taken by increasing staffing levels, and volumes have stabilised. The team recently received a targeted variable payment and clinical supervision in recognition of these high harm roles.

Victim satisfaction has seen a decline over the previous 12 months, from 89.6% to 81.9%. Despite this, victims of domestic abuse still have the highest satisfaction levels. The areas of drop in satisfaction include feeling safer as a result of contact, feeling the police care and confidence in contacting again/recommending someone else to contact, but rates are within 78-87% range. Victims reporting that they feel confident to contact Northamptonshire Police are at their highest levels (88.2%).

Capacity of the PVP and Crime command for vulnerability requires investment in these specialist roles, especially with the lack of PIP2 investigators; there are a number of vacancies however there are plans in place to mitigate some of the issues but this is not a long term sustainable plan.

Wellbeing of those within the PVP command are significant, with high levels of sickness. The new in-house occupational health provision, with the addition of a new Psychological Innovation Service will provide additional support for high risk roles. It is hoped with this additional improved provision, staff retention will improve.

In order to improve quality of investigations, the command has introduced a vulnerability supervisor audit. Supervisors from across the PVP command will review occurrences and investigations relating to the thirteen strands of vulnerability, with the purpose of improving investigation standards and outcomes for victims. The majority of the command are co-located which promotes peer to peer support and holistic safeguarding of concerns.

The force has recently launched the 'Flare App' which allows women to report any incident or behaviour that makes them feel safe. Reports are anonymous and geo-tagged and are reviewed daily. This information allows the force to identify places or venues of note and drives police and partner activity to reduce the risk to women and tackle offending.

Once roles are filled and the number of vacancies decline, the force anticipates demand will be met. The quality of service to victims will improve as officers will be able to dedicate more time to each victim.

Managing Offenders

Volumes of suspects wanted on PNC has remained consistent to the previous year; during the reporting period 1390 warrants were issued with 936 arrests made. Court backlogs have partly hindered the smooth processing of withdrawal submissions, which now account for almost a quarter of all active warrants.

The force has created an Offender Management and Intervention Hub (OM&I hub); the Community Initiative to Reduce Violence (CIRV) is a key part of this. With a change to the operating model, police officers within CIRV will focus on high-risk individuals and targeted intervention/management of those compelled by the court to engage with CIRV, and those managed via gang injunctions etc. actively disrupting and arresting where necessary, thereby creating engagement opportunities and reducing further offending.

The OM&I hub has been created to prevent gaps in service and a single agency approach. The whole system approach to prevention and intervention at all different public health levels, means the hub can work with partner agencies and compliment the service provided. The Early Intervention Team (EIT), using information from the Observatory will select cohorts of the most vulnerable children, and work with partners and their families to divert/reduce/prevent offending.

The force's demand in relation to Registered Sex Offenders (RSO) has seen a small increase but remains within expected variations; this doesn't take into consideration the backlog of cases in Northampton Crown Court, volumes which remain unknown.

[REDACTED]

[REDACTED]

[REDACTED] 2304 successful visits were completed in the reporting period.

Demand for investigations of Sexual Harm Prevention Orders (SHPO) have increased in volume (38%) which is likely to reflect DA arrest rates and a 10.7% increase in recorded sexual offences.

The Integrated Offender Management now works fully to national guidelines. Sitting under the OM&I hub, managing MAPPA 2 and 3 violent offenders, repeat DA perpetrators will move to the management of this team in due course. [REDACTED]

The force's MOSOVO department currently manages [REDACTED] offenders issued with a sexual risk order. It is anticipated that these volumes will increase over the next few years. The team have cascaded education to colleagues in CID and SOLAR, and have workflows and processes in place for the SROs. Bail elements will likely be impactful on workloads. Potentially Dangerous Persons (PDP) will be introduced into the department which will be a proactive element to target the identified risk of those individuals who have not been cautioned or convicted of an offence.

The force anticipates demand to be met, taking all the above into consideration.

Managing Serious and Organised Crime

The force saw a 33% increase in Modern Slavery Human Trafficking (MSHT) offences, this is expected to increase further due to it being linked to drug related investigations i.e., County lines and drug cultivation and the increase in National Referral Mechanism (NRM) referrals. [REDACTED]

[REDACTED]

[REDACTED]

Fraud and cyber-dependent crime demand reduced and is forecast to remain stable. However, all crime with a digital footprint increased by 10.3%.

The force sees Cannabis as the most widely used drug and seized drug in the county. According to the strategic intelligence profile, cannabis accounts for 47% of drug trafficking crimes, 62% of drug possession crimes and 81% drug related incidents. It is also the most commonly mentioned drug in adult and children PPNs. Crack cocaine and heroin remain the main drugs offered by the County Lines and OCGs.

Northamptonshire has three prisons two of which suffer drug importation via drones, post, and corruption. One of these is known to have the highest prison staff corruption in the region and it is likely that demand from these types of offences will increase for the force.

The force saw 327 firearms flagged offences during the reporting period which was a reduction of 24.8%. [REDACTED] The positive outcome rate is fairly stable at 26.3%. The number of confirmed firearms discharges has reduced from 17 to 9.

[REDACTED]

Northamptonshire's geographical location within the country and the strategic road networks makes the county hotspot for HGV criminality. Organised Acquisitive Crime (OAC) is well understood within the command. An OAC tactical group is due to be established which will allow an even greater understanding of the risks and intelligence gaps. The Automated Number Plate Recognition (ANPR) team proactively look at vehicle enabled crime and also review all vehicle linked crime and intelligence occurrences to determine if a vehicle maker is required.

Community One meetings are well established and allows a forum to discuss risk issues including SOC with the wider partnership.

The East Midland Serious and Organised Crime Unit (EMSOU) take some demand from Northamptonshire Police. It also offers a response to kidnap and extortion crimes. [REDACTED]

[REDACTED]

Pressures still come from the Criminal Justice arena because of an increase in volume and complexity of tasks coming into analysts along with delays of trials, due to covid. Work is ongoing to identify technology that could assist with this.

Major Events

[REDACTED]

Overall volume of Armed Response Vehicle (ARV) attendance has increased by 28% when compared to the previous year. Recorded firearms crimes have decreased by 24.8% however use of BB guns has increased by 31%. Future demand is expected to increase slightly (4%). Staffing levels have increased as well as vehicle numbers, which has allowed demand to be better managed.

The Public Order Public Safety Strategic Risk Assessment (POPS SRA) is a key document for Public Order; it facilitates the identification and assessment of risks that would require a public order policing response. [REDACTED]

[REDACTED] The force has seen a reduction in the number of public order offences, however demand is forecast to increase (13.3%). The number of specialist trained officers has increased including the introduction of a STRA, Audit and Compliance Manager to ensure consistency in the management of risks, issues and potential threats.

The force introduced a new Roads Policing Team (RPT) where the focus is on patrolling the county's strategic road networks, targeting red routes and the fatal five offences, to educate drivers and takes enforcement action where required. There has been a 44% increase in the number of people killed or serious injured (KSI) on Northamptonshire's roads in the previous 12 months, which is a cause for concern and the new RPT will attempt to address this, along with an uplift of officers in the Serious Collision Investigation Unit (SCUI).

The Joint Operations Team (JOT) has increased in establishment which allows the team to support the delivery of the operational learning platform and a new event planning system. The team regularly reviews force response plans and works with partner agencies to ensure there is a joined up and multi-agency plans are fit for purpose. Between April 2022 and March 2023, the events planners reviewed 370 events. During the same period 481 drone deployments.

Knowledge Management and ICT

In October 2022, Information Assurance and the Information Unit moved into the Digital and Technology department. In December 2022 Corporate Development Department was disaggregated and the Business Insights Team, Data Management and the Portfolio Office, moved into Digital and Technology to form a Digital, Data and Technology (DDaT) department. This allows closer working relationship between the integrated functions to improve efficiency and better support user needs. A review of DDaT functions, governance and structure has taken place and is due to go-live in June 2023. The review has resulted in updated governance and structure to realise the benefits of a DDaT department.

Demand remains high across all areas of DDaT and is currently outstripping the ability to supply. The DDaT governance process enables a level or performance review escalating to the Chief Digital Officer (CDO) Senior Leadership Team. Sub-boards monitor performance in their respective areas and report to the CDO SLT. The CDO SLT also monitors workforce deliverables such as PDR, sickness, vacancies and training.

There are pockets of single points of failure (SPOF) within each team that managers are aware of and working to address. Key to this is the ability to invest time in upskilling resources and transferring knowledge. Without this there is an ongoing reliance on consultants and key individuals.

Within the 'Technology' area, there is a shortage of skills in key areas such as M365 which makes it slower to embrace new technology and ways of working. To mitigate this a department-wide training plan has been developed based on the roadmap and current skills gap. Vacancies, silos of knowledge and the ability to recruit the right, skilled resources in a timely manner are an ongoing concern. A recruitment campaign has been run and was partially successful, but some key roles remain vacant, particularly senior technology roles. Recruitment is an ongoing issue in a very competitive national marketplace with competition from the private sector on pay and rewards.

The Business Insight Team (BIA) is currently under establishment having been unsuccessful in recruiting to several roles during the past year. To help mitigate this trainee BIA posts have been introduced to attract postgraduates or internal candidates who are looking to progress within the force. Commitment has been made to invest in staff's training and continuous development. BIAs are undertaking a BCS Foundation Certificate in Business Analysis.

The review of DDaT functions, governance and structure will bring the teams together to remove any duplication and ensure they operate as efficiently as possible as a DDaT department.

Intelligence

The Intelligence Directorate is part of the wider Crime and Justice Command and comprises Central Intelligence Services and Proactive Crime and Intelligence.

Demand across the Intelligence Directorate has remained high with a focus on the force's matters of priority; VAWG, Drugs, Serious Violence and Serious and Organised Crime. During 2022, 48,300 intelligence logs were submitted compared to 47,843 in 2021; it is acknowledged that there is also hidden demand within the intelligence picture. This includes insight from partners, which is being addressed via Community One

meetings and other governance boards, youth related violence / robbery, cyber related crime, sourcing of firearms, CSAE, MSHT, foreign national offenders and the use of females in County Lines/drug lines. The analytical profiles recently produced and planned work raise and address these gaps. Demand is expected to remain high.

There are challenges with vacancies and abstractions within the command; detective resilience across the force continues to improve however there remains some areas which require further development. The introduction of the Accelerated Detectives Pathway (ADP) Programme is anticipated to improve the position. However, staffing levels are not reflective of the anticipated future demand.

The Firearms & Explosives Licensing Unit (FELU) is a centrally based team of a Firearms Licensing Manager (FLM), Firearms Enquiry Officers (FEOs) and administrators who issue certificates for firearms and explosives licence holders.



PNC is being replaced in a modular fashion by the Law Enforcement Data Service (LEDS). LEDS modules will be delivered over the next two years in a phased way, to enable a gradual migration away from PNC and make the transition easier for police forces and other law enforcement agencies. This will naturally bring some changes to processes and require additional training.

There are a number of vacancies within the Digital Hub with a shortage of specialist skills and ongoing demand from the private sector and other forces makes recruitment more challenging and increase the risk of existing staff leaving to pursue outside opportunities.

There have been some positive changes to the functions of the department such as the introduction of intelligence development occurrences in NICHE, a process has been established which prioritises mapped OCGs, County Lines, Local Drug Lines and gangs using Serious Crime Matrix (SCM) risk as well as MoRiLE, a Qlik app has been developed which allows for easy identification and linking of occurrences to assess the risk and demand posed by each criminal organisation.

The surveillance capability allows for swift intelligence development and proactivity to be conducted to bring offenders to justice and protect vulnerable persons.

A Combatting Drugs Partnership Board has been established and Criminal Intelligence Analysts have been supporting partners with the production of the Drugs and Alcohol Joint Needs Assessment.

The force anticipates an increase in demand; proactive investigations will continue to increase and require an investigative output. Threat is aligned to the risk and prioritised via the SCM/MoRiLE and will be enhanced via APMIS. Harm to Hope, the Governments 10-year plan to tackle drug harm will require increased partnership engagement, cooperation and improvement in intelligence sharing. Work is ongoing, including partners within governance boards and including via the combatting drugs partnership, locality reviews, safer streets and Serious Violence Duty.

Summary of Force wide functions (Section 11)

Human Resources - The level of demand in Human Resources remains high. In April 2022, the force transferred its HR transactional service from the Multi Force Shared Service (MFSS) arrangement to an in-house service request system. The team also now provides a full and comprehensive HR Advisory service to

Northamptonshire Fire & Rescue (NFRS) and OPFCC as part of enabling services. New HR data and Recruitment systems have led to training gaps in their utilisation/data entry. These gaps will be further compounded when the HR department take on NFRS transactional services due to volume of work could cause repeat data inputting issues. With the management of systems coming back in house, it brings both opportunities and risks. It is a risk that staff do not receive the relevant training in a timely manner. In future, the systems will provide opportunities to develop and customise to better suit identified requirements.

Going forward, overall demand in HR is expected to increase. There is a substantial skills gap within the department, and recruitment of experienced HR staff in the current climate has proven difficult. Investment in existing staff has been productive and colleagues have recently attended an ACAS course in managing disciplinary cases and HR advisors have recently upskilled. With a new Head of HR joining the team, and department already experiencing a high turnover at this level, colleagues will undoubtedly go through a period of change and require a period of adjustment, leading to some stability in forthcoming months.

Learning and Development - Demand remains high due to uplift in officer numbers. Due to the introduction of a People and Culture Strategy, there is a focus on improving investigation training, accurate recording of skills and analysis to identify training gaps. All this improvement activity has resulted in increased demand. Increased activity has focused on ensuring that the workforce is appropriately skilled in the roles that they are completing. The availability and type of training venue has been limited throughout the police uplift programme (PUP) and is likely to continue until investment is made in infrastructure or external venues. Costs are likely to increase for external training provision, venues, resources and external consultancy. The force acknowledges that plans for a future ideal will take time and therefore the focus will be on quick, achievable change that will be 'live' to focus on gaps and peer review. The teams will focus on servicing demand and getting ahead of the game anticipating demand where possible; ensuring effective training can mitigate identified force risks.

Professional Standards Department - Demand within the Professional Standards Department are high. The volume of public complaints cases has plateaued over the past year. Internal Conduct matters have increased significantly and are expected to increase further due to the Baroness Casey review and external factors such as media coverage. The number of Gross Misconduct Hearings remains high. Increased levels of recruitment, including the uplift programme, have led to increased demand for vetting services. Alongside this the NPCC VAWG recommendation that specialist officers should receive enhanced vetting and with the amended APP guidance, these will create additional demand. High levels of recruitment are also likely to lead to an increase in referrals to CCU; to mitigate this a Corruption Prevention Officer has been recruited to proactively monitor and reduce corruption. Management of demand and performance will be monitored through the PSD Business Plan with a view to look for improvements in processes.

Finance Department - The Finance team has staff levels and expertise required to service both organisations (Police & Fire) in a resilient way. This has been made possible through the collaboration with Fire, bringing in additional resources and recharging a proportion of staff to the Fire Service. The increased demand generated by servicing Fire has been factored into the operating model. The final element to transition from Fire is Payroll, which will bring additional demand but is also factored into the resourcing provision, with recruitment underway.

Performance overall is good and audit feedback has been positive. Feedback from the organisation is also generally very positive. In April 22, the department took on transactional processing from the previous MFSS collaboration. There has been a noted improvement in performance now these activities are being managed in-house, particularly in relation to Payroll accuracy and effective credit control.

Estates, Facilities and Commercial - The department has seen an increase in demand; an ageing estate which requires maintenance and repair has exceeded expected levels. The commercial team is now embedded in force having left a collaborative arrangement. A structure review has taken place, following a merge with

Fire, within the Estates and Facilities team; it is anticipated that full establishment will be reached during 2023-24. Work is ongoing to develop a revised estates masterplan which will enable the assessment and utilisation of opportunities arising from the One Public Estate programme. Across both teams, the biggest risk is the measurement of demand and compliance; a review was undertaken and found the best solution was the in-house management system. Both teams will move to one system. Further work is planned to explore additional benefits of collaborative working between Police and Fire. The ongoing national and international issues with supply chains continues to impact the force. Meeting the governments sustainability target of reducing CO2 emissions by 2030 and achieving carbon neutral by 2050 remains a challenge. The force will need to replace existing heating systems which will incur costs.

Transport and Logistics - Demand has been very high due to external factors which have disrupted the supply chain and led to an increase in downtime whilst waiting for parts. [REDACTED]

[REDACTED] here is a lack of availability for a skilled workforce and development of electric vehicles requires specialist training; the force will outsource repairs in order to expedite vehicle access. An upgraded Telematics system has been fitted to all vehicles that has enhanced information on vehicle and driver performance. The fleet management system has also been upgraded to improve recording of vehicle maintenance. The force maintains a fleet of 450 active vehicles with 11 interceptor vehicles for proactive road policing.

Strategy and Innovation Unit - The unit was formed in December 2022, taking responsibility for some of the previous Corporate Services Department functions. The unit is currently under establishment however plans are underway to resolve this during 2023/24. A number of development roles are being created. A new function will include the creation of the 'Red Tape Reduction Group' which will focus on continuous improvement reviews on processes across the force. The team will also create a hub of information to support the force, bringing together HMICFRS learning, identified innovative practices, horizon scanning, COP practice back information, a strategy library. The Performance Delivery Team will support with strategic planning and embedding the FMS by providing independent, internal assurance activity. As a new unit, demand and performance will be closely monitored.

Citizens in Policing - Covid-19 restrictions had a positive impact on the special constabulary's ability to assist the force; average hours per officer increased. However, it has subsequently reduced to the 'normal' duty time. 129 Police Support Volunteers (PSV) completed 6366 hours in 2022. This included volunteers on horseback, police support volunteers assisting in more specialist depts, such as Neighbourhood, Firearms Licensing, Cybercrime and an NHS Doctor who volunteers as a PSV doctor specifically for our motorbike teams.

Special Constable training is an area of threat and risk; the initial training course is lengthy and places are limited, therefore only 2 courses are run each year. Many existing specials exit the role to become regulars, making it challenging to maintain SC numbers. Officer Safety Training will change within the next 12 months; Specials will therefore be required to do more hours OST, putting an extra demand on individual's time. A request for this training to be included in the review of regular officer training has been put forward due to its continued impact on the CIP area of business.

The Citizens in Policing team are becoming embedded within the Local policing teams and wider organisation, providing recognition and value to those who contribute on a voluntary basis.

To ease challenges identified in last year's FMS, regarding the percentage of Specials with IP/Non-IP status, a new Specials Integration Development Officer (SIDO) has recently been appointed which will help mentor Special Constables to achieve Independent Patrol (IP) status, thus building resilience.

IT equipment for special constables remains a challenge, directly impacting service delivery. Several laptops will be purchased and allocated to individuals who meet the agreed criteria, lessening the gap slightly.

Allocation of IT equipment will continue to be handled sensitively until a more appropriate solution is found. In addition, CiP training, including training in specialists' skills, uniform and the provision of appropriate IT equipment are a risk to the CiP agenda.

The force already benefits from a plentiful supply of students studying policing at the University of Northampton who want to join as a special constable. Although this is often time limited, as students often return to their home force to sign up as a regular, it does provide a welcomed and reliable source of volunteers. Retention of career Specials is ongoing. The identification of areas for training and skills uplift are essential to this. Response driver training and PiP interview training have already been secured. Further expansion of this training package is in progress.

Legal Services - East Midlands Police Legal Services (EMPLS) have seen demand decrease for Northamptonshire Police by over 30%, recording 715 new matters in 2022, compared to 934 in 2021. This decrease is predominately from fewer uses of proactive civil orders. It is anticipated that there will be an increase in the use of these orders going forward, and therefore an increase in demand. The EMPLS collaborative model allows forces to draw on a large team of lawyers with specialist knowledge, however, there continues to be a large staff turnover. The model allows the ability to procure legal advice and representation for outsourced providers to assist with meeting demands.

Collaborations

The force has a number of collaborative arrangements and details of these are covered in the relevant sections below. There are East Midlands Regional Collaborations for; EMSOU Major Crime, EMSOU Forensic Services, Counter Terrorism Policing East Midlands, Regional Organised Crime Unit and East Midlands Police Legal Services. In addition, there are collaborations with Fire and Rescue Services; Enabling Services and Joint Operations Team.

Overall findings of FMS and declaration

The future demand challenges for Northamptonshire Police are not underestimated and continue to be monitored and scrutinised in the Strategic Performance Meeting and Strategic Planning Board, underpinned by this FMS. The local and national context of significant social change, an unstable political landscape and the current economic climate is resulting in and continues to, initiate demand stemming from more social complex needs (mental health, vulnerability, safeguarding), social diversion (protest, hate crime), organised criminality and the use of sophisticated technology to enable crime.

The areas of protecting vulnerable people, investigations and requests for service are the top three areas of organisational demand risk. The assessment of projected future demand is significant however appears in the main to be understood. Protecting vulnerable people remains the most significant risk for the force, however investment has been made into several areas since the previous FMS.

Universal themes from the assessment that impact on the force's demand and its ability to meet that demand are:

- Partners and partnerships – understanding demand and seeking to reduce/redirect this demand.
- Prevention and intervention activity – diverting young people from criminality and focusing on selective safeguarding for those that are most vulnerable.
- Digitally enabled – skilled organisation to keep pace with new criminal activity.

Knowledge management and ICT is the highest ranked organisation risk for the force-wide support functions with demand outstripping capacity. Vacancies are difficult to recruit into due to competition with the private sector.

Impact of Economic Shock

The ongoing cost of living crisis is impacting upon policing, and it is expected to continue into 2024 and possibly beyond. Impacts have been direct in terms of increases in certain crime types and indirectly through the impact on partnership resources, global supply chains and energy costs which have consequences for force resilience. In terms of crime demand, there are indications that acquisitive crimes, such as burglary and robbery are increasing, and in rural areas theft of livestock is anticipated to increase as criminals will seek to exploit illegal markets to sell stolen agricultural produce. Fraud is reported through ONS to pose a risk to those experiencing financial difficulties, through criminals purporting to be energy providers offering rebates and other such scams.

The indirect impact upon policing as a consequence of global supply chain had led to a disruption in maintenance of fleet and estate running costs. Availability of parts has put fleet resources at risk due to delays to deliver repairs, in addition to this energy costs have led to unexpected budget pressures across police estate throughout the year. Although energy costs have reduced from the high points in 2022, they remain high

A further factor is the impact upon employees, with inflation currently above 10%, demands across the public sector for greater pay rates continues, this could have an impact on force budgets with a potential threat of industrial action from police staff, but also runs the risk of significantly impacting morale and retention of Police Officers, who cannot undertake industrial action by law.

Throughout FMS5, each chapter addresses key risks of economic shock.

The force's performance – an assessment of how effective the force is at cutting crime

Northamptonshire Police has delivered against its commitment to maximise the benefits of the Police Uplift Programme (PUP). In 2019, prior to uplift, the force had a headcount of 1,280 police officers, and were set a Home Office target to recruit 190 new officers over the next three years. The Force has exceeded this figure, recruiting 266 between 2019 and 2023. Performance has focused on Matters of Priority, and driving pro activity, by way of dedicated "Weeks of Action", resulting in Northamptonshire Police being the only force in England and Wales in the Autumn 2022 ONS data to record an overall reduction in crime in the year to June 2022, where nationally crime rose by +12.9%. The crime rates per 1000 population were recorded well below the national average (87.7 compared to 91.3 nationally). Crime has started to increase, but Northamptonshire's crime rate remains below the national average. The following demonstrates how effective the force has been in cutting crime.

Bringing offenders to justice: Northamptonshire Police has maintained significantly improved performance for outcomes this year (8th highest nationally). The force has continued its targeted approach to reduce offending as part of its focus and grip on matters of priorities, which has shown good results & delivered across almost all key performance indicators across year 1 of a 3-year focus.

Mirroring 2021/2022 performance, 14.1% of crime resulted in a positive outcome, with the force recording its highest ever volume on record of 8985, the majority of which secured via charge. Criminal Justice performance has been particularly strong this year, with the force achieving a conviction rate of 80.5% at crown court, and 83.3% at magistrates' courts, both above the national baseline, where national performance has deteriorated across both. The force has also achieved consistently high DGA (Directors Guidance Assessment) compliance throughout 2022/23, leading nationally at 84.4% for guilty at first plea cases (versus national average of 60.1%). Outcome 16 has seen a gradual increasing trend through 2023/23 but remains below the national rate. Evidential difficulties have continued to remain stable.

Reducing repeat victimisation and offending: Grip and focus on reducing repeat victimisation and offending has been driven throughout the last 12 months through key performance measures, informed by matters of priority and a wealth of pro activity.

Effective performance in disruption of drug crime and specifically county lines saw the force achieve 158 recorded disruptions in 2022/23 compared with 53 in the previous year. The force has continued to provide action in tackling VAWG (Violence Against Women and Girls) and safeguarding vulnerable victims. This has included strong arrest rate performance for Domestic Abuse (DA), remaining above the national rate and many peers. The force has also retained a high national position for positive outcomes across all VAWG offences, in line with its consecutive high performance for overall outcomes and continued to safeguard vulnerable victims through Night Time Economy (NTE) pro activity, namely Operation Kayak.

A key performance indicator to reduce victimisation across DA, rape and other sexual offences through proactive and preventative policing saw the force's DA & rape repeat rates decrease in the year to April 2023, because of improving specialist investigations and improved DA arrest rates. The force's ability to reduce victimisation continues to be intrinsically linked to action taken to reduce offending. Safeguarding processes remain strong & working in partnership across the county the force has made progress with the development of a partnership Observatory, to deliver an enhanced view of multi-agency data, to better identify groups at risk of or upon first entry into the criminal justice system to prevent further offending. The Integrated Offender Management (IOM) scheme went live in England and Wales in October 2021. Since the inception of the scheme, it has become a fully integrated part of Northamptonshire Police and is a core feature of the newly created Offender Management & Intervention Hub. Since the IOM scheme was introduced in 2021, they have

worked with 155 offenders. 88% of all offenders that have exited Northants IOM scheme have not subsequently gone on to be charged / cautioned with any of their original serious SAC offences (parity with national average performance) & 74% of persons since leaving IOM have not been charged / cautioned for any crime at all. The force continues to deliver CIRV (Community Initiative to Reduce Violence) which continues to prove effective in working positively with young people involved or on the cusp of becoming involved with criminal gangs.

Preventing harm: The force has continued to identify at risk individuals and signposting them to agencies to offer further support and taking positive action to protect victims of crime using the powers that are available and reduced its repeat victimisation rate to 35.7% (those with 2 or more crimes in a 12-month period) – the lowest for 3 years. In the year to April 2023, the force submitted over 26,000 child concern Public Protection Notices (PPNs) with 75% being shared with partner agencies, and 15,000 adult concern PPNs, with 53% being shared with partner agencies.

In addition to consistently high DA arrest rate performance, the force secured 152 Domestic Violence Protection Orders (DVPOs) at court, equating to an 88% success rate and 33 subsequent arrests made for breaches in this period. 1 in 3 stalking and harassment orders applied for were granted, with 5 being breached throughout the year. The force increased its use of ASB dispersal powers and disrupted more individuals than the previous 12 months through work undertaken by Operation Kayak. In recent months, the force has refreshed both its Vulnerability Strategy and Prevention and Intervention Strategy and is delivering a series of proactive crime and intelligence analytical profiles, which will be focused on areas of high harm, as identified through force matters of priority. Preventing harm remains a cornerstone of the Vulnerability Strategy, ensuring that officers and staff across Northamptonshire Police listen to the voice of those most vulnerable and take positive action.

Preventing Crime: The force continues to deliver against its “Policing with Purpose” neighbourhood policing strategy, the purpose of which is to fight crime, through intelligence led problem solving, targeting activity to address the priorities within the communities across Northamptonshire.

Neighbourhood Policing is thriving, and the force has delivered two sets of “12 Weeks of Action” throughout 2022/23, focussing on activity to prevent, educate and deter criminal activity across communities. In addition to this, work continues to develop around a multi-agency approach to prevention and intervention. Funding has been secured from the Youth Offending Service, Probation and Office of the Police Fire and Crime Commissioner to fund specialist analytical & researcher resources within the Observatory. A revised Prevention and Intervention Strategy will focus delivery of greater research capability and partnership analysis to prevent crime and victimisation. A performance framework will be used to monitor progress and inform activity. This has been developed using performance data aligned to force priorities, the Police and Crime Plan, key data from partners and from communities via Locally Identified Priorities (LIPs) surveys.

Performance management: The force continues to deliver through the governance of effective performance management and strategic planning. Throughout the last year, the force has delivered improvements across its 10 Key Performance Questions (KPQs), and 19 Key Performance measures (KPIs) and continues to monitor and scrutinise progress and areas of decline monthly through force and local level boards. The move to a comprehensive 3-year performance framework has allowed leaders to better plan for overall service provision for victims, and consider broader investment opportunities, particularly in innovation and new technological solutions to release capacity and working with partners to ensure the right care is being provided through the right service, to drive performance improvements in the medium to longer term. Qlik analytics continues to underpin the ability to understand and monitor trends day to day and longer term through Poliscopes and make informed decisions.

Community support: The Force's Citizens in Policing programme (Special Constabulary, Emergency Service Cadets & Police Support Volunteers) continues to be a key strand of how the force is increasing active citizenship. Skills across all volunteers in the Citizens in Policing (CiP) programme are starting to be identified and embedded holistically across the organisation, particularly into the tasking process. A new CiP strategy has been introduced (January 2023), which will bring structure to the work delivered by volunteers, giving the force greater opportunities to capture the value add across its communities and the return on investment for all volunteers.

Social Media (SM) continues to be an important channel of engagement for the force. Across its three main SM platforms, Twitter, Facebook and Instagram, the force has more than 330k followers and the force will utilise social media ads via TikTok, Snap Chat on knife crime as part of matters of priority campaign work to raise awareness. In addition to SM, the force has invested in Neighbourhood Alert through its annual investment cycle. Enhanced capability will enable a two-way platform for notification and updates, as opposed to simply a notification platform. Throughout 2022/23 the platform increased sign ups from 25,000 to 30,000. Re-Branding is underway to create "Northamptonshire Talking". Investment in problem solving training continues to bolster the force's approach to community led local policing. From May 2023, everybody in the organisation now has a unique QR code, making it easier for staff to provide contact details to any member of the public who has a smart mobile phone. The QR code link also provides details of VOICE victim support services, Neighbourhood alert website and the Northamptonshire Police website.

Workforce capacity and capability: Visibility is a key driver for the force to build trust and confidence across the community. A performance target was set in 2022/23 to spend 60% time out of station, in line with the ambition set in the Neighbourhood Policing Strategy. Northamptonshire Police is currently achieving a rate of 65.8% visibility thanks to investment in technology and agile devices, with a rate of 61.4% of officer time spent specifically out of station.

Capability and capacity have also been achieved through investment in a Criminal Justice Centre of Excellence, which has achieved significant results in crown and magistrates court performance and put the force as best performing nationally for 3 consecutive months with file quality for guilty at first plea cases.

Investment through the PUP has enabled the force to bolster teams for maximum impact against force priorities, across Neighbourhood Policing Teams 69 additional officers have aided Northamptonshire Police to achieve reductions in anti-social behaviour (-17.1%), criminal damage (-1.6%) and public order (-12.8%). The PUP also enabled the force to dedicate resources to Burglary (12 additional officers) achieving the 5th largest proportionate fall in burglary in 2022/23. In addition to this the force has invested in a dedicated Roads Policing Unit (25 additional officers), which went live in January 2023.

Detective vacancies have been an ongoing force risk for several years, mirroring the national shortage of Detectives, and the appetite for undertaking specialist roles is often very challenging across the policing landscape, for example Police Online Investigation Team (POLIT) and Child Protection. An Accelerated Detective Pathway (ADP) was introduced in March 2021 and to date trained 85 Officers in this bespoke route, achieving a 94% and above retention rate for each intake, of which 4 are complete, with ADP 5 due to commence in Sept 2023. ADP has proved to be an attractive option to promote a more diverse workforce, with every cohort being more representative of females. Overall diversity across the workforce has increased in the last 12 months, driven through positive action.

Northamptonshire Police continues to strive to be an employer of choice, investment of more than £1m has been made in Occupational Health and clinical supervision for specialist roles in 2023/24, recognising not only the skills required to deliver policing now but to promote a healthy culture across the force.

Declaration:

This is the force management statement for Northamptonshire Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed:



Chief Constable Nick Adderley

Date: 09.06.23

Strategic risk assessment and the future operating environment

Northamptonshire Police has used the MoRiLE (Management of Risk in Law Enforcement) Organisational Risk Assessment (ORA) model to assess the 'organisational health' of its functions.

The ORA considers:

- Demand: Understanding of current demand and future demand trend
- Assets: Capacity, Capability, Condition & Performance
- Impact: Includes the residual harm of any potential unmet demand – if planned changes did not meet demand.

The results are represented in the tables below by icons which have been given a RAG status.

The sections have been ranked according to the combined scores for each of the three areas.

Key

 Current Demand Understanding	 Future Demand Trend	 Capacity of People & Assets	 Capability of People & Assets
 Demand picture fully understood, recorded and monitored	 Significant downward trend - (ie >10% decrease)	 Optimum staffing levels to manage demand	 No/negligible skills gap
 Demand largely known with work ongoing to better understand areas of hidden demand	 Downward trend - (ie <10% decrease)	 Minor staffing gap	 Minor skills gap
 Demand known but believed to be areas of hidden demand	 Stable trend - neither upward nor downward	 Moderate staffing gap	 Moderate skills gap
 Partial knowledge of demand	 Upward trend - (ie <10% increase)	 Substantial staffing gap	 Substantial skills gap
 Limited knowledge of demand	 Significant upward trend - (ie >10% increase)	 Severe staffing gap	 Severe skills gap
 Demand not know	 Trend in unknown	 Staffing position not known	 Skills position not known

Organisation Risk Assessment for Demand Sections

FMS Section	2023 ORA Position and Rating	2022 ORA Position and Rating	Demand and Resources	Key Factors
Section 6 Protecting Vulnerable People	1	1	<ul style="list-style-type: none"> Current Demand Understanding Future Demand Trend Capacity of People & Assets Capability of People & Assets 	<p>PVP continues to be impacted by insufficient PIP2 investigators in line with national trends. Mitigation is in place by utilising mixed economy teams where appropriate and this is possible in both DAIU and CAIU where some of the crime is serious but noncomplex. CAIU has historically been a team which we have struggled to fill it is pleasing that projections suggest that all supervisors and constable roles will be filled by end of June. This has been achieved using the first TVP authorised by the force and a different approach to welfare and wellbeing.</p>
Section 5 Investigations	2	2	<ul style="list-style-type: none"> Current Demand Understanding Future Demand Trend Capacity of People & Assets Capability of People & Assets 	<p>Demand expected to increase, particularly SAC, fraud and cybercrime. Forcewide shortage of PIP2 investigators remains an issue. ADP programme improving numbers but creates imbalance between experienced and inexperienced officers. The capacity of the CPS to deal with increased demand from the force remains an issue.</p>
Section 3a Requests for Service	3	6	<ul style="list-style-type: none"> Current Demand Understanding Future Demand Trend Capacity of People & Assets Capability of People & Assets 	<p>Incoming 999 demand is expected to increase and cannot be met by current assets. Staff recruitment and retention in the FCR is a challenge with increasing attrition rates. Under establishment of the IIT/TRT continues to impact performance and creates additional demand for other areas.</p>

Section 3b Incident Response	4	7	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>There is a moderate staffing gap in the FCR impacting the timely deployment of response officers. NPT has a relatively inexperienced workforce with a high proportion of inexperienced and unqualified supervisors. PIP2 capability remains an issue for the force with plans in place to mitigate this gap.</p>
Section 8 Serious & Organised Crime	5	5	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>Future demand expected to increase. Intelligence requirements identified via the SOC Community Profile 2023 around foreign national offending in line with the NCA Three Pillar model. Anticipated increased demand, complexity and increasing sophistication of organised criminal groups (including evolving use of technology). Data integrity around SOC is an ongoing issue.</p>
Section 4 Prevention & Deterrence	6	8	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>Issues with hidden demand around vulnerability and crime. Observatory providing a more complete intelligence picture through shared partner data. Continued focus on early intervention to reduce future demand. Ongoing issues with inexperienced workforce and supervision. Partner lack of resources also increasing demand.</p>
Section 7 Managing Offenders	7	3	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>Anticipated increases in RSOs volumes and associated high levels of enforcement activity will place the MOSOVO team under significant pressure.</p>
Section 9 Major Events	8	4	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>Demand has remained at a high level across all areas. Several teams have seen increases in establishment and capability which has helped to mitigate demand. No foreseen issues with meeting future demand. The Roads Policing Team is in place and with SCIU expected to meet and reduce demand.</p>

Organisation Risk Assessment for Force-Wide Support Functions

FMS Section	2022 ORA Position and Rating	2021 ORA Rating*	Demand and Resources	Key Factors
Knowledge Management & ICT	1	1	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	Demand remains high and is outstripping capacity. High vacancy levels, silos of knowledge and ability to recruit skilled resources add to demand issues. Competition from private sector remains a challenge. Levels of requests to the Information Unit remain stable but complexity is increasing.
Learning & Organisational Development	2	8	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	A continued lack of investment in equipment and infrastructure, such as the lack of virtual reality equipment in regular use by other organisations, the lack of training venues for skills such as Operations Training hinders the forces local approach. There is also a moderate staffing gap.
Commercial, Estates & Facilities	3	3	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	Demand continues to increase across all areas. The ageing nature of the estate has required increased maintenance and repair. A review of the Estates Strategy and masterplan are being developed to address the issues. Commercial team fully embedded within force. New legislation will see changes in procurement processes.
Professional Standards Department	4	8	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	A minor gap in meeting future demand is anticipated. Delays in allocation and investigations of public complaints will impact public confidence and lengthen the progress of misconduct matters. National streams of work will continue to require quick time management of high-profile concerns, detracting from daily business.

Human Resources	5	4	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>There is a substantial skills gap within HR and recruitment of experienced staff has proven difficult. The HR/ employer relations system is not fit for purpose in its current form. Workarounds are in place, but do not make efficient use of resource or provide solutions to the issues hampering the forces' ability to use information effectively.</p>
Fleet Transport & Travel	6	2	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>Demand very high with ongoing issues due to supply chain disruption caused by Brexit, Covid and the Ukraine war. Fleet management and Tranman systems in place and effective. Ongoing challenges with recruitment of skilled technicians is a national issue. Electric vehicles continue to be a major future challenge.</p>
Intelligence	7	5	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>Continued monitoring of overall demand is seeing an increase with resource alignment and role evaluation required to meet projections. KQs and KPIs for 2023/24 have been proposed to focus on data quality and actionable Intelligence. Ongoing CPD and training with budget alignment is required to maintain skills levels across the command.</p>
Strategy & Innovation Unit*	8	n/a	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>New department formed in December 2022. Demand is stable but significant and will be monitored as additional workstreams are taken on. A number of vacancies to be filled with some issues in recruiting due to lack of suitable candidates and competition from the private sector.</p>
Citizens in Policing	8	7	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>Training, including training in specialist skills, the correct uniform and the allocation of appropriate IT equipment are a risk and have a direct impact on delivery. The continued lack of laptops is an ongoing frustration for Specials, inhibiting their ability to access NICHE and PRONTO for crime and incident recording.</p>

<p>Legal Services</p>	<p>10</p>	<p>10</p>	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>EMPLS are well placed to service predicted growth in demand. Recruitment challenges are recognised, highlighting that delays in the recruitment and vetting process place additional pressure on existing staff. EMPLS remain confident that that can continue to serve the needs of Northamptonshire from the Derbyshire office.</p>
<p>Finance</p>	<p>11</p>	<p>11</p>	<ul style="list-style-type: none">  Current Demand Understanding  Future Demand Trend  Capacity of People & Assets  Capability of People & Assets 	<p>The current team has staff levels and expertise required to service both organisations (Police & Fire). The increased demand generated by servicing Fire has been factored into the operating model however recruitment of some posts has been challenging. The resilience of the team will be sufficient once all posts are filled.</p>

*Strategy & Innovation Unit are a new function that was formed after the disbandment of Corporate Development.



NORTHAMPTONSHIRE
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2022 - 2023

Northamptonshire Police
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