Briefing for PFCC Candidates

2024 Election

NORTHAMPTONSHIRE
POLICE
Fighting Crime. Protecting People.

# Briefing Content

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7. **How good is the force at preventing and deterring crime, antisocial behaviour (ASB) and vulnerability**

8. **How good is the force at responding to the public**

9. **How good is the force at investigating crime**

10. **How good is the force at protecting vulnerable people**

11. **How good is the force at managing offenders and suspects**

12. **How good is the force at building, developing, and looking after its workforce and encouraging an ethical, lawful and inclusive workplace**

13. **How good is the force at planning and managing its organisation efficiently, making sure it achieves value for money both now and in the future**

NORTHAMPTONSHIRE **POLICE**

Force Overview

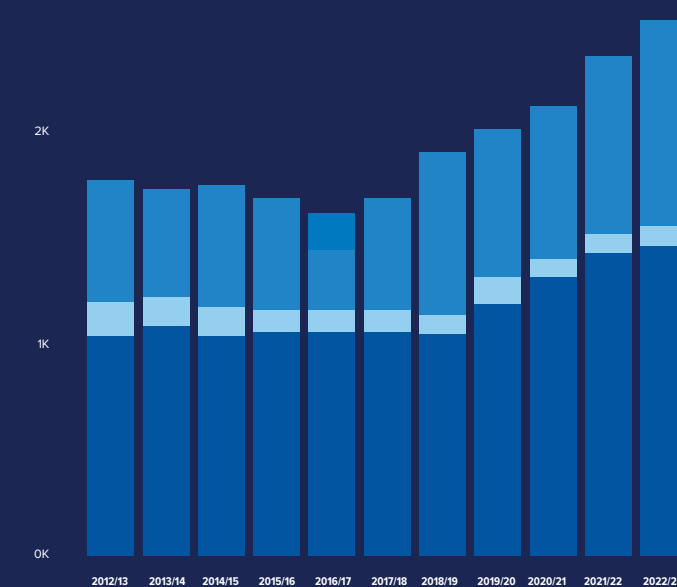# Policing in Northamptonshire represents good value for money

Total budget in 2022/23

£160m

31% higher than 2012/13
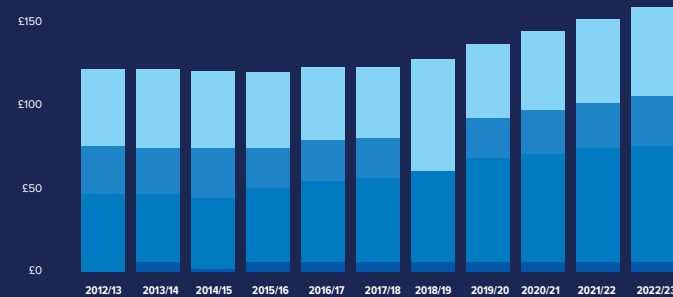
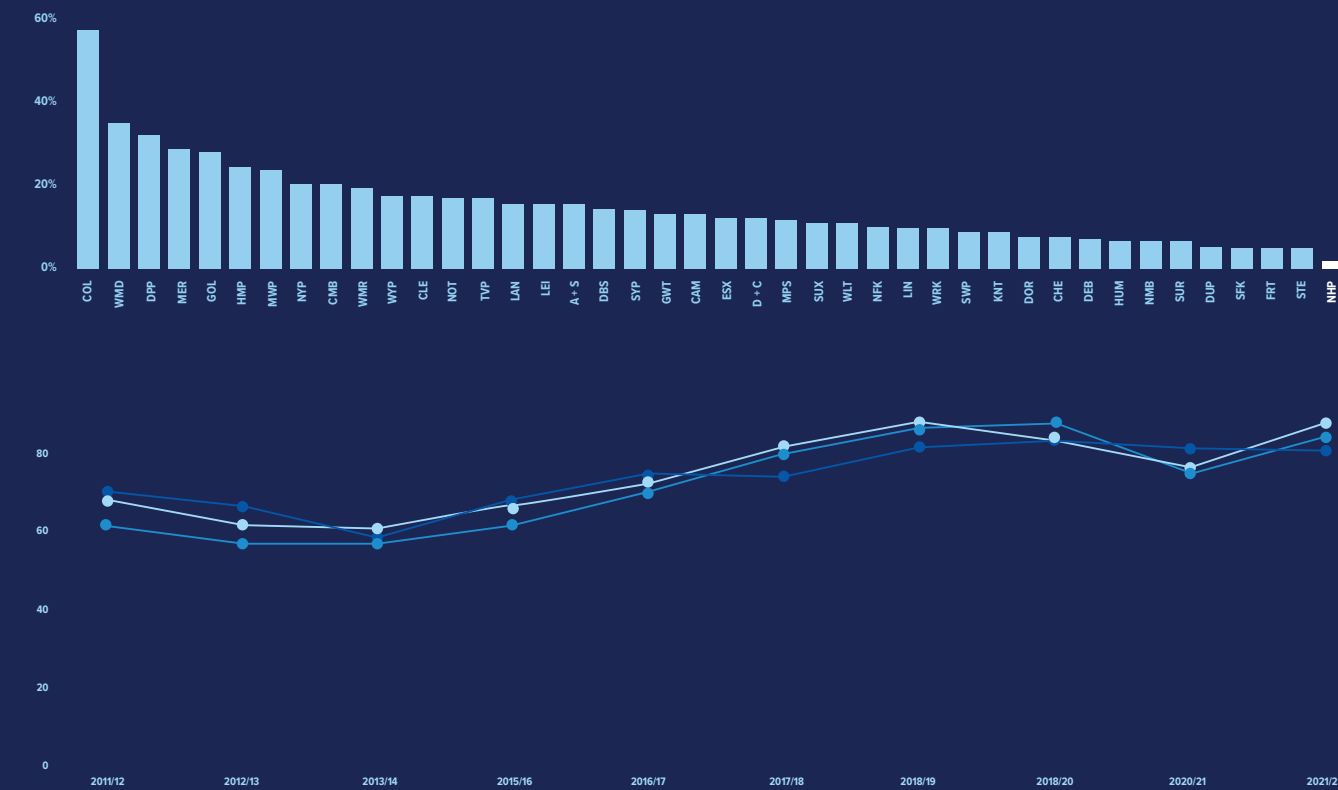**Total staffing** including officer numbers at

highest ever levels

Total crime

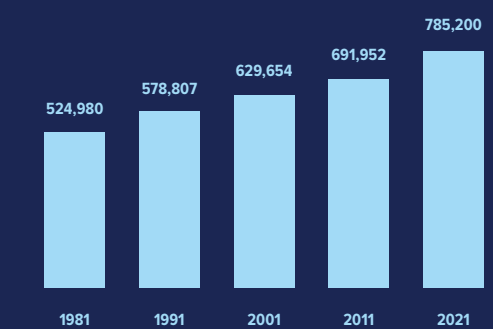has **increased by one of the smallest amounts nationally & below National and MSG peers per 1k**

2021/22 data

Population growth

of **+13.5%** (2021 vs 2011)

2nd double the national increase; **2nd highest in East Midlands**

NORTHAMPTONSHIRE POLICE

Overview of workforce

1510 Officers
- **554** Female (36.7%)
- **67** have declared Black, Asian or Minority Ethnicity (4.4%). We ended last financial year on 4.59% - **our highest on record.**

1034 Staff
- **691** Female (66.8%)
- **62** have declared Black, Asian or Minority Ethnicity (6%). **Highest BAME representation on record for Staff.**

82 PCSOs
- **33** Female (40%)
- **6** have declared Black, Asian or Minority Ethnicity (7.3%).

329 Detectives
- **+23** since last Inspection & additional 23 in training

Overall, **2626 employees.** Of which **1278** are Female (48.6%) and **135** have declared Black, Asian or Minority Ethnicity (5.1%).

Northamptonshire Police's highest BAME Proportionality since 2007.

Data to end of July 2023

266 Officers
- **3** Senior leaders
- **61** Neighbourhoods
- **202** Response

NORTH LPA

WEST LPA

325 Officers
- **3** Senior leaders
- **85** Neighbourhoods
- **237** Response

NORTHAMPTONSHIRE **POLICE**

Force Structure

Acting Chief Constable Ivan Balhatchet

Assistant Chief Officer Colleen Rattigan

NPCC Porfolio Lead
Disclosure, Police & Fire Collaboration,
Motorcycles & Criminal, use of Motorcycling

Head of Strategy and Innovation Sarah Peart

Chief Inspector for Strategy and Innovation Gareth Court

Strategic Delivery Manager Sean Scannell

Force Crime Registrar Nick Gray

Assistant Chief Constable (Local Policing)
Ash Tuckley

Assistant Chief Officer
Paul Bullen

CRIME AND JUSTICE

Deputy Chief Constable DCC Ivan Balhatchet (NPCC Lead Forced Marriage & FGM)

Detective Chief Supt
Emma James

Federation Chair & Secretary
Sam Dobbs, Charlotte Pateman

Unison
Branch Secretary Steve Malthouse

Head of Crime and Justice Detective Chief Supt Paul Rymarz

Head of PSD
Liz Wilcox

TDCI Ben Howe

Public Protection
Det Supt Joe Banfield

Public Protection West
DCI Jen Castle

Public Protection North
DCI Michelle Douglas

RASSO
DCI Nikki Deeks

MASH
T/DCI Mark Hopkinson

Central Intelligence Service
Det Supt Steve Watkins

Central Intel Services
DCI Harriet Spittles

Firearms Licening Manager
Bridget Hodgson

Head of Proactive Crime and Intelligence Lee McBride

Proactive Crime & Intel DCI
DCI Nick Cobley

Principal Analyst
Laura Gouloumis

Head of Crime
Det Supt Rich Tompkins

CID North
T/DCI Andy Tuff

CID West
T/DCI Liz Basham

Head of Prosecutions
Mandy Rowlatt

Crime Manager
Leoni Walker

Evidential Property Manager
Kelly Connor

Traffic Manager
Richard Parker

OPERATIONAL POLICING

Assistant Chief Constable (Local Policing) ACC Ash Tuckley

Prevention and Intervention
DCI Andy Glenn

VIOLENCEREDUCTION
PARTNERSHIP

Head of Local Policing Chief Superintendent Adam Ward

Head of Force Control Room & Custody Supt Chris Hillery

Custody
CI Tim Britton

IIT/ TRT/ CCT
CI Carl Wilson

FCR Contact & Systems Manager Alison Morris

FCR CI
CI James Willis

LPA West
Supt Rachael Handford

Northampton
CI Nathan Murray

Daventry & South Northants
CI Pete Basham

Citizens in Policing Manager
Ann-Marie Lawson

LPA North
Supt Steve Freeman

Corby & East Northants
CI Scott Little

Wellingborough and East Northants CI Tom Thompson

Prevention Manager
Sara Townsend

Head of Specialist Operations
Supt Jen Helm

Operations Dept
DCI Shelley Nichols

Operations Debt
CI Sara Parrott

Head of Corporate Communications
Richard Edmondson

Deputy Head of Corporate Communications Marie Forsyth

ENABLING FUNCTIONS

Assistant Chief Officer ACO Paul Bullen

Chief Finance Officer
Nick Alexander

Joint Head of Finance
VACANT

Chief Digital Officer
Clare Chambers

Enterprise Architect
Roy Cowper

Head of Information Assurance Trina Kightly-Jones

Performance and Demand Manager Sarah Crampton

Head of Digital Portfolio
Andrew Jones

Head of Digital Business
Yemi Holman

Head of Technical Support
Dan Cooper

Chief People Officer
Suzanne McMinn

Leadership Development & OD Manager Caroline Oppido

Business Partner
VACANT

Business Partner
Ali Roberts

Head of RMU
Vicki Bradshaw

Head of L&D
CI Gan Thayanithy

Strategic lead culture change
Helen Cook

Chief Asset Officer
Leanne Hanson

Police Fleet Manager
Therea Cheney

Fire Fleet & Equipment Manager John Vella

Commercial
Lucy Westley

Estates Manager
Kate Perriss

Facilities Manager

MATTERS OF PRIORITY

Performance

As a force we use our Strategic Threat and Risk Assessment (STRA) to determine our 'Matters of Priority', the four biggest crime challenges facing Northamptonshire today.

The campaign is designed to be impactful, and ensure that the force can demonstrate to the public that it takes crimes that are having the biggest impact locally are given the right focus.

A suite of Key Performance Questions and Measures are used to drive improvements, and the force has given the public a 3 year commitment to drive targeted proactivity.

PRIORITY 1/4 VIOLENCE AGAINST WOMEN AND GIRLS

PRIORITY 2/4 DRUG HARM

PRIORITY 3/4 SERIOUS AND ORGANISED CRIME

PRIORITY 4/4 SERIOUS VIOLENCE

Intent to Action
Strategic Ambition

Healthy Culture

At the heart of this strategic ambition will be effective leadership; creating a confident, ambitious workforce, giving permission to fail when working creatively with the purpose to achieve the force vision and mission.

Quality of Service

Northamptonshire Police will deliver a high-quality end to end service for victims of crime and service users.

It will deliver greater positive outcomes for victims of crime through effective investigation.

Release Capacity

The force will upskill officers and staff across all disciplines to unlock capacity and create capability to manage future demand threats.

Officers and staff will broaden their skills set, enhancing front line and neighbourhood offer to include broader digital demand and disrupt SOC demand.

Effective Partnerships

The force will continue to build on the foundations of strong partnerships providing greater strategic direction, investment in research and analytical resources and better data sharing.

Prevention and Intervention

The force will develop and deliver a plan across the force and the partnership that brings prevention and early intervention to the fore, making it everyday business and front and centre of the policing service it provides. It will make in roads with wider agencies to ensure better life chances for those on the cusp of criminality.

Legitimacy & Standards of Behaviour

Operation Admiral is Northamptonshire Police's response to the findings of Baroness Casey's review into misconduct across the Metropolitan Police Service, and HMICFRS' 2022 report "Vetting, Misconduct and Misogyny in the police service (Published November 2022).

This comprises of a stand-alone unit, commissioned to ensure that concerns raised are clearly addressed by Northamptonshire Police and that as an organisation the force have the highest standards and vigorous procedures in place to ensure the safety of its workforce and the public.

The unit is delivering the following workstreams at pace, to address national recommendations pro-actively and to provide the public with trust and confidence that concerns being raised nationally are being dealt with robustly across the county.

Operation Admiral had delivered and continues to deliver;

- A thorough review of all allegations of criminal, improper and prejudicial behaviour by serving police officers and staff over the past three years in line with recommendation 28 of the HMICFRS report.
- Assess how Northamptonshire Police identify, investigate, and manage misconduct, corruption and criminal behaviour and allegations of such relating to its workforce from referral/report to outcome.
- Seek to understand the prevalence of misogyny and improper conduct towards female officers and members of staff across the

organisation in line with the HMICFRS AFI (Areas for Improvement), assess how the force manage this and make changes in line with best practice.
- Seek to understand the prevalence of discriminatory behaviour across the workforce and assess how effectively this is dealt with.
- Assess effectiveness of reporting mechanisms available to those within the organisation and members of the public/those in personal relationships with serving Northamptonshire staff and officers.

- Assess how the organisation support those making allegations against serving officers/staff, both internal and externally.
- Examine the effectiveness of vetting arrangements in relation to recruits, transferees and serving Northamptonshire staff and officers.
- Assess recruitment processes to ensure that the force is attracting appropriate applicants from the outset.
- Assess the use of Regulation 13 within the organisation to ensure it is used appropriately to exit staff not meeting the required standards at the earliest stage possible.

> In the 3 year review period there were a total of 200 misconduct files, involving a total of 317 allegations against individual officers. On the whole investigations were to a good standard

> A bespoke review was done for allegations of prejudicial behaviours. Northamptonshire has a high case to answer rate for these types of allegations at around 90%.

> A full review of the in force systems is still underway – so far 225 reports have been assessed and further work is ongoing to check the efficacy of our systems

NORTHAMPTONSHIRE POLICE

Force Finance

Financial Overview 2023/24

Total Chief Constable Budget £160.6m

An increase of **£10.8m** mainly due to officer uplift and high levels of inflation
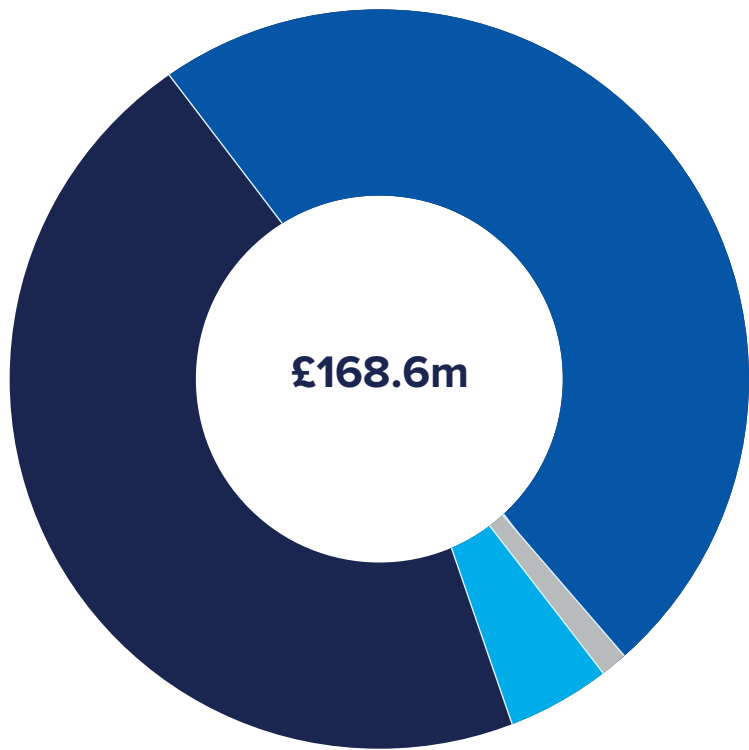
In addition to this:

& **£500k** Savings Target
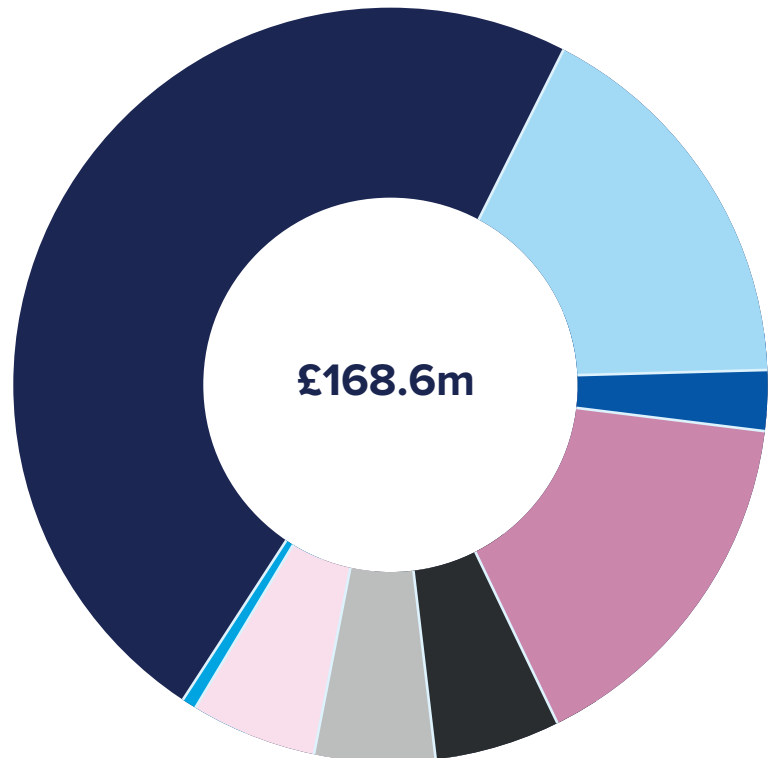**£946k** Approved Investments

£ Total OPFCC group budget including the above, PFCC & Capital Financing **£168.6m**

2023/24 Total Funding

£168.6m

- 49% Formula Grant
- 45% Council tax
- 2% Ringfenced Uplift Grant
- 4% Legacy Grants

2023/24 Expenditure Budget

£168.6m

- 48% Police Pay & Pensions
- 17% Operational Police Staff
- 2% PCSOs
- 16% Enabling Services
- 6% Collaborative Arrangements
- 5% Other Devolved Budgets
- 5% PFCC Managed (Office, Commissioning, Capital Financing)
- 1% Investments

NORTHAMPTONSHIRE POLICE

Efficiencies

DDaT

- ✓ DDaT dept created, sharing resources across Police and Fire, and creating efficiencies from sharing systems where possible. For example, Finance, Recruitment, Risk Management – all shared solutions.

- ✓ Organisational change now part of DDaT department, signifying that digital change and org change are intrinsically linked more than ever.

- ✓ Implementation of the portfolio tool, creating, for the first time, an organisation wide view of digital change. To be expanded to include all change over coming months.

- ✓ Efficiencies delivered over the past 2 years

  > Financial Efficiencies
  > **FY 21/22 - £1.8m**
  > **FY 22/23 - £1.6m**

- ✓ Increased organisational digital maturity. Benchmarking used to show an increase of digital maturity from the creation of DDaT team and this is expected to improve further.

Fleet

- ✓ The rollout of telematics has now been rolled out across the entire fleet and is having an impact in both fleet understanding, but also operational understanding, of where vehicles are.

- ✓ For both organisations, a revised fleet management system (Tranman) has also delivered benefits.

- ✓ The absorption of the roads policing unit requirements within the existing capital programme. This was enabled using telematics data to better understand fleet requirements.

  > **This resulted in £500,000 in efficiency savings.**

- ✓ Improved data, leading to improved utilisation of vehicles. For example the new response rota. This has been the first department to have its Officer establishment reviewed against assets allocated and the teams now operate with a required asset allocation that is monitored by the T&L department. This means that overall response fleet has a 15% flex across all LPA's which is monitored daily by the department to ensure each station has the correct establishment requirement at any one time.

Medium Term Financial Strategy

Key Principles

- Robust budgeting, monitoring & review
- Assumptions
- To underpin savings/efficiency plans
- **5-Year Plan** (balanced over at least 3 years)
- Aligned to strategies & priorities
- Scenario modelling & sensitivity analysis
- Benchmarking

In alignment with strategies & priorities including

- Police, Fire & Crime Plan
- Force Strategic Priorities & Vision
- Estates Strategy
- Treasury Management Strategy
- Budget Strategy
- Capital Strategy
- Reserves Strategy
- Efficiencies Strategy
- Digital Strategy

NORTHAMPTONSHIRE POLICE

Medium Term Financial Plan

📅 **Updated in July 2023**

✓ Pay Awards
✓ Assumptions
✓ Savings/Pressures arising
✓ Reserves forecasts updated following 2022/23 Outturn

Revised MTFP	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Net Revenue Expenditure (before efficiencies)	181.0	186.9	190.5	196.5
Funding Forecast	(178.1)	(182.2)	(186.4)	(190.8)
Funding Deficit before savings	3.0	4.7	4.1	5.7
Deficit as % of NRE	1.6%	2.5%	2.2%	2.9%

Usable Reserves *Updated July 2023*	31/03/23 £m	31/03/24 £m	31/03/25 £m	31/03/26 £m	31/03/27 £m	31/03/28 £m
TOTAL EARMARKED RESERVES	19.0	15.0	13.7	12.7	12.6	12.6
General Fund	5.3	5.3	5.3	5.5	5.7	5.7
TOTAL USABLE RESERVES	24.3	20.3	19.0	18.2	18.3	18.3
Updated NRE	168.6	175.5	181.2	184.5	190.3	
Total % of NRE	14%	12%	10%	10%	10%	
General Fund % of NRE	3.1%	3.0%	2.9%	3.0%	3.0%	

Revised Net Revenue Expenditure vs Funding

Legend: Officers, Enabling Services, Other Staff (inc PCSOs), Other non-pay, Precept, Core Funding, Efficiency Savings & Funding Gap

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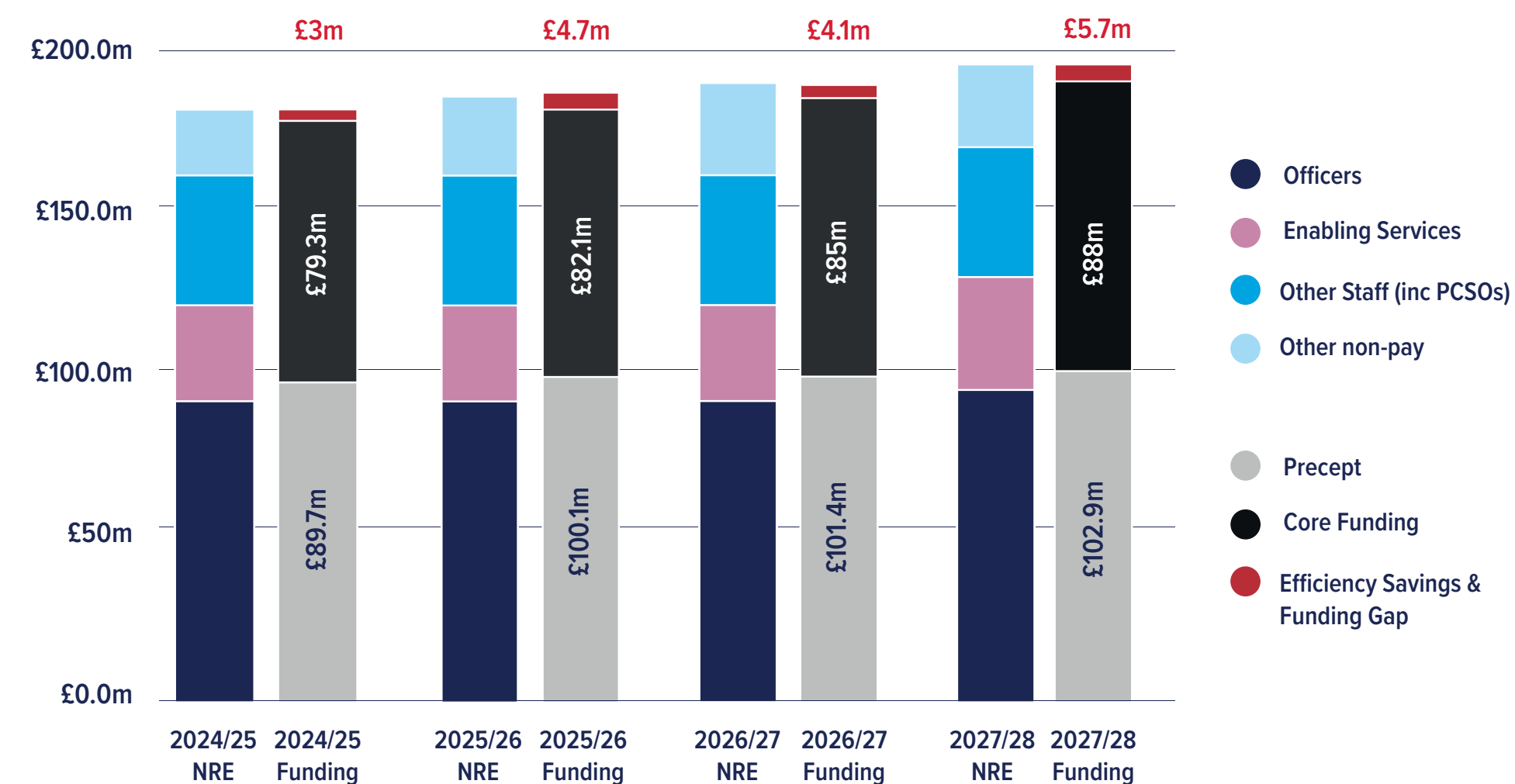
Latest Position & Next Steps

⊕ Positive developments

- Potential additional grant for exceeding officer uplift targets:
  - 22/23 - £940k (achieved)
  - 23/24 - £945k (on target)
- The 23/24 £500k savings target is already halfway to being achieved
- Council tax collection fund surpluses from 24/25 are prudent and may be exceeded
- The 22/23 underspend has been used to bolster reserves and fund capital
- Higher reserves balances give opportunity for investment and allow savings to made in a controlled way

ⓘ Emerging Risks

- The rate of inflation may not settle as quickly as hoped
- Pay Awards are higher than budgeted and, whilst mainly funded short term, may increase funding deficits in the future
- The new Estates Strategy may require capital investment ahead of cashable longer term savings – business cases being written
- The Value-for-Money Profiles do not indicate any areas where the force is vastly more expensive than others

↗ Next Steps

- 2024/25 budgeting & MTFP Refresh
- A SPB subgroup for delivery of savings is in place to fit into the strategic planning cycle. This co-ordinates the efficiencies/ budgeting exercise, revisiting last year's results and encouraging new savings ideas.
- Arbitrary cuts to devolved budgets may be required for 24/25
- Any changes to staffing numbers will be underpinned by the results of the demand-modelling work.
- All ultimately managed through the Strategic Planning Board

NORTHAMPTONSHIRE POLICE

Key Performance Overview

State of the nation   despite growing demand, our activity and outcomes are good

Total Recorded Crime *2022/23 vs 2021/22*

2022/23 Northamptonshire saw an increase in Total Recorded Crime below that seen nationally (+4.8%) and the East Midlands region (4.3%)

Northamptonshire recorded the 18th best year on year change

3.3%

50%
40%
30%
20%
10%
0%
-10%

North Wales, Lancashire, Cheshire, Kent, Norfolk, Essex, Bedfordshire, Derbyshire, Avon & Somerset, Dorset, West Midlands, Surrey, Merseyside, Hertfordshire, Hampshire, Suffolk, South Wales, **Northamptonshire**, Devon and Cornwall, Warwickshire, Cumbria, Thames Valley, Northumbria, Leicestershire, Nottinghamshire, Cambridgeshire, Greater Manchester, Dyfed-Powys, Metropolitan Police, Wiltshire, West Yorkshire, Sussex, South Yorkshire, Lincolnshire, Durham, West Mercia, Humberside, Gwent, Cleveland, City of London, Gloucestershire, Staffordshire

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563
Serious knife crimes

31st nationally to Mar23

6.7%
Neighbourhood Crime volume

21st nationally to Mar23

42.4%
Arrest rate for Domestic Abuse

14.3%
Positive outcome ratio
(YE July 2023)

9th nationally to Mar23

5.4%
Of total incident demand is mental health related
(YE July 2023)

27 incidents daily

4.2%
Domestic Abuse volume

44 every day

13.6%
999 call volume

406 calls daily

3%
Incident volume

504 incidents daily

13.6%
999 call volume

406 calls daily

2.6%
Missing reports

11 reports daily

4,445
Stop & Search conducted

12 daily

22% resulting in positive action or arrest

13.1%
ASB Incident volume

31 incidents daily

12.1%
PSW Incident volume

229 daily

6.5%
Frequent victim repeat rate
(May-July 2023)

2,852 victims, 31 daily

22.9%
Crime closed with OC16

27th nationally to Jun23

55,883
Fatal 5 enforcement

153 daily

NB: All data is Year Ending March 2023 unless otherwise stated

NORTHAMPTONSHIRE **POLICE**

Our Service to the Public

Responding to the public

External view

- 999 call handling has now returned to a mid table position having dropped to bottom quartile Apr-Jun. 79.8% answered in 10 seconds during July

- 101 calls increased Jul-Sep22 at odds with national reducing trend (Aug22 peak) - DAP
- Incident profile remains at odds with peers but consistent over time – G2 incidents half that seen by peers and those dealt with over the phone/in station much higher

Internal view

- 999 demand is unprecedented – increasing 14% in the last year. Analysis indicates growth in abandoned calls (national issue) and high demand from 'buddy forces'
- Capacity within the FCR has been affected by the high demand and lean staffing including higher turnover
- 46% of incidents deployed to in July23 – 26% on a G1 with a further 8% for G2 and G3 each – the profile is shifting to G3
- 23% of incidents resolved at first point of contact – removing demand from the system
- Average response times to G1 incidents remain below the SLAs in place

Our response

- ✓ TRT play a key role to resolve incidents over the phone –prioritised physical deployment where it will add the most value
- ✓ Robust conversations with buddy forces about the overflow of calls and working to introduce appropriate solutions to all
- ✓ Investment into FCR agreed – increase in pay scales and increase in establishment to secure a more stable workforce
- ✓ Investment in response and NPT along with RCT in recent months has increased availability and recently reduced response times
- ✓ Officers are more visible and remain out of station ready for deployment

How good is the force's service for victims of crime?

Crime Allocation Policy is robustly tested and reviewed annually to ensure Crime Allocation is fit for purpose.

Officer/Staff/ Specialist Teams receive training on the Home Office Counting Rules for Recorded Crime and have direct access to the Crime Registrar and Deputies.

The force has recently proved to be very effective at recording reported crime, during a HMICFRS CDI inspection.

The force's leaders maintain oversight of the force's processes and compliance for crime recording and strive to make sure that they meet national standards.

The force's systems and processes support accurate, up to date, ethical, and victim focussed crime recording.

The force has an Audit Team specifically reviewing crime recording and adult/child safeguarding records.

How good is the force at treating the public fairly, appropriately, and respectfully?

In a recent review of the stop search working group, **75%** of members felt that the group reflected the diversity within the county.

> **ONE MEMBER STATED;**
>
> *"I have brought in community members from the Bangladeshi, Pakistani, African nations (United Afrikan Association), and the Jamaican community. That's a total of 11 nations. Now these communities can participate in discussions in both a geographical and community aspect about concerns relating to Stop and Search and use of powers by the police across the county"*

When members of the Stop Search Working Group were asked if they felt they were heard and had their views represented, **50%** felt they were always listened to and no members felt they were never listened to.

Investment in enhanced Neighbourhood Alert, with rebranding to "Northamptonshire Talking" has now reached 33,000 subscribers (10+% of population)

QR codes and information sharing pro actively in alternative languages to reflect Northamptonshire Communities.

QLIK Use of force app, more data available to supervisors and PDRs reflect when there is a need for supervisors to check Use of Force within their teams.

Community role players for Stop Search:

Young people observing student officer scenarios including stop search. They are from Northampton College and are usually on the Public Services courses aged 16 to 18.intention to use the community scrutiny panel feedback forms to capture their feedback.

Citizen in Policing Strategy in place to ensure that Northamptonshire Police makes best use of volunteers and community members to support the service.

Stop Search scrutiny panel that has representatives from local communities. Feedback and learning from the panel fed straight back into training to influence what is taught to officers.

Introduction of stop search QR, which takes persons stopped search into the website and enables feedback from the community.

Use of Powers Scrutiny panel fully embedded, learning fed directly back into training department to influence the curriculum.

How good is the force at preventing and deterring crime, antisocial behaviour (ASB) and vulnerability?

In a recent survey with system users, a majority of respondents stated that they had changed their behaviour regarding how they protect themselves and others.

A majority of respondents find it easier to spot a scam, fraud or potential crime attempts.

Prevention & Intervention Strategy that is aligned to national standards.

Further investment in Neighbourhood Policing and development of a Blueprint to further enhance "Policing with Purpose" Strategy

Reward and Recognition of problem Solving – Northants Police has made the top 10 of Tilley Awards, several nominations submitted this year with further plans to promote a problem solving culture & capture good practice examples.

OBSERVATORY

Effective inter-agency working to better identify vulnerable people susceptible to crime, enabling proactive and targeted action to prevent people becoming victims and preventing further offending.

Neighbourhood Alert
Northamptonshire Talking

Enhanced tools that allow two way interface with communities and also provides capability to target defined elements of the community.

Community 1:

Effective partnership working since last Inspection through collaboration and approach to problem solving at a local level.

NORTHAMPTONSHIRE POLICE

How good is the force at responding to the public?

New shift pattern:

(informed by POLISCOPE review) has increased both officer numbers and officer supervision numbers, enabling a more effective deployment (less shifts with bigger numbers). Also increased availability to scheduled appointments via expanded response teams and IIT also resourcing its own appointment calendar.

Response targets feature as part of the force level Key Performance Measures & monitored through Performance FEM

THRIVE risk assessment are well embedded into the initial call handling to accurately assess risk. Incidents are regularly reviewed by FIMs and FCR are present on LPA PACESETTER morning meetings to ensure that any highlighted risks are shared and can be resourced appropriately.

Repeat caller and Vulnerability Policy in place which identifies the most vulnerable at point of initial contact, identified on command and control system.

Crisis IDVAS are present in the FCR during peak periods for domestic incidents, these can also deploy directly to scene as well as helping to inform officers, which enables effective safeguarding measures to be implemented for the most vulnerable at an early stage.

Effective and extensive Sergeants course ensures that new Sergeants are better prepared for new responsibilities and overseeing investigations, with golden hour principles and scene preservation being discussed on the course along with the building block of an investigation principles.

NORTHAMPTONSHIRE **POLICE**

Strategic Approach to Visibility

To ensure the public of Northamptonshire have visible and accessible policing across the county Maximise opportunities for public to have access to the police & feel a positive police presence in their communities Adopting a proactive "Policing with Purpose" approach that maximises intelligence opportunities & ensures officers know their communities

2019 Visibility Target set

- To ensure officers spent as much time "out of station" and working within their communities, making better use of agile equipment.

- This allows them to continue to work on their cases and associated paperwork in more visible locations.

- Significant investment was made in agile technology solutions: charging ports in vehicles, laptop and phone roll out with full 0365 capability.

Priority Areas Identified

- The force identified a number of "Priority Locations" across the county where dedicated Neighbourhood Teams would enhance visibility based on crime and locally identified priorities.

- Examples of this were neighbourhoods that saw spikes in crime and ASB or because it was particularly vulnerable to Serious and Organised Crime or gangs.

Qlik App development

Qlik Q

- The force track visibility via a dedicated App in its business analytics platform, Qlik.

- Local area Commanders, Chief Inspectors & Inspectors monitor this data closely and make enquiries with teams if time in the station is higher & offer support and direction to improve visibility.

- There is an element of healthy competition as teams do not want to be the outlier and be lowest.

NORTHAMPTONSHIRE POLICE

Team / PC Mapping Example

- 61% visibility + 4.5% prisoner handling (this is because the office is actively performing a frontline duty but cannot do this in the public domain, it must be done in custody)

- These statistics are made up of the GPS tracking of Response officers, Neighbourhood officers, Armed Response officers, Dog handlers, Rural officers, and Roads Policing officers.

- May 2023 force wide visibility was greatest on a night shift at 66%, followed by a late shift at 62% and an early shift at 57.7%. These numbers reflect visibility only and do not include prisoner handling.

NORTHAMPTONSHIRE **POLICE**

Northamptonshire Police introduces innovative petrol-electric hybrid motorcycles into its operational fleet


Northamptonshire Police is leading the way in sustainable transport for emergency service use as it takes delivery of new petrol-electric hybrid motorcycles. The new three-wheeled bikes are used by neighbourhood policing teams helping them to increase accessibility and visibility within local communities. The innovative WMC300FR motorcycle has been developed by Northamptonshire based White Motorcycle Concepts (WMC) in collaboration with the Force and a number of British engineering innovation companies.

The bikes give police officers and PCSOs greater visibility as they patrol their neighbourhoods, helping them more easily engage with people, gather intelligence and work to prevent and detect crime.

The three-wheel design also means the bikes can be driven on a standard car licence, enabling more officers to use them following just basic training and offering greater flexibility in deployment.

OPERATION REVIVE
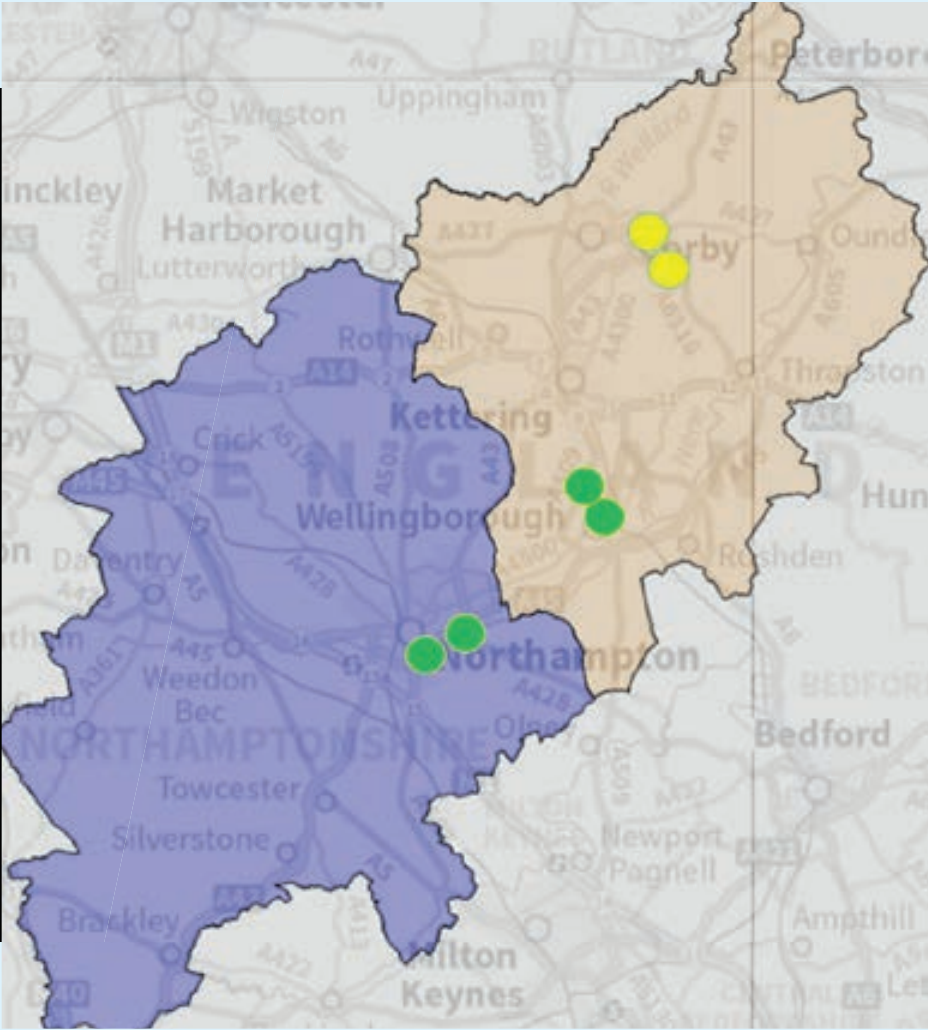
- ● Already Revive Area
- ● Local Review Area appropriate for Revive

What the public have said we are doing well:

"They have got better at having a visual presence on the streets, more cars around the area"

They do an excellent job of behaving correctly and fairly when faced with abusive people. If they can get that right most other things can fall into place."

"Notice their presence in the area, they work hard and manage a stressful role in a community with ever increasing complex crime."

"Keeping neighbours informed when needed of things happening in the area/street."

NORTHAMPTONSHIRE POLICE

Key Successes in 2022

32 **key nominals**

linked to Op Revive identified

Are you worried about **drug dealing** in your area?

We don't need to know who you are, just **what you know.**

101 OpReviveNorthampton@northants.police.uk

Overall crime volumes linked to Op Revive fell

1st	6 months	77

2nd	6 months	61

a reduction of 21% and continues to follow a downward trend

Serious violence, knife crime, drug trafficking and **drug possession have all reduced.**

Drug possession offences have **increased** but this is due to the **increase in stop searches** and **improved intelligence picture.**

The **quality of intelligence reports improved**, providing a clearer picture to aid future proactive activity.

Disruption such as stop and search and warrants increased.

Positive outcomes for **serious violence** and **robbery offences increased.**

NORTHAMPTONSHIRE **POLICE**

1 Improving Quality of life in forgotten communities

Communities throughout Northamptonshire have suffered issues with low level precursor crimes from ASB to Criminal damage all the way up to Gangs and OCGs whom use fear and violence to intimidate. OP Revive tackles this head on in partnership with communities and key stakeholders

2 Long term Commitment for sustainable harm reduction

OP Revive will tackle quality of life issues and SOC blighting local communities in areas identified through Police & partnership data. Utilising evidence-based approaches (supported by College of Policing) to sustainably reduce serious violence, SOC and acquisitive crimes in Key areas where impacts are felt across the county. OP Revive will operate in the 6 highest harm areas across the county to provide sustained crime harm reductions in this areas and across Northamptonshire.

3 Prevention, Intervention & problem solving

Op Revive will work with all key partners & communities to invest in and support long term prevention programs. Op Revive takes a problem-solving approach to better understand wicked problems and engage and mobilise communities in solutions. Op Revive has already shown significant benefits in 2 key areas and will be the county wide NHP approach to reducing SOC in key areas.

OPERATION REVIVE   NORTHAMPTONSHIRE POLICE

Quality of Investigation

Investigating crime

External view

- Application of "Evidential Difficulties" outcomes (OC14/OC15/OC16) are in line with peers – previously we have been an outlier

- High use of OC8 compared with peers

Proportion of 8 -
Community Resolution assigned by Northamptonshire in the year ending 31 December 2022
where an alternative outcome could have been considered

NHP has a normal value of 73.7% compared to other forces
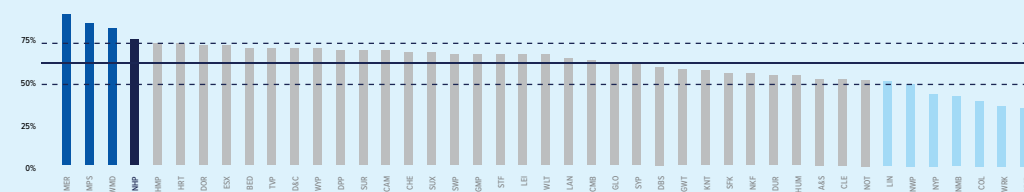
- Referrals to victim support are high and far in excess of many forces

- We are consistently achieving a high positive outcome ratio vs peers
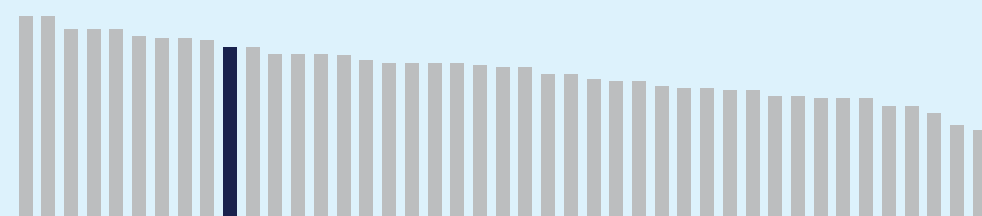
Internal view

- 91% of crime recorded within 24 hours in the last 12 months and compliant with national expectation

- 14.3% positive outcome ratio in year to July 2023 – maintaining consistent performance including through charges

- Median time to finalise an occurrence has fallen since peak of Sep22 and stabilising around 13 days

- Workloads have started to fall for some teams otherwise are generally stable

- 70% of investigations see a supervisor review at least every 28 days (proxy measure)

- Charge ratios exceed the national average – 8.4% vs 8% to Jun23

Our response

- Local crime audits consistently show high crime recording compliance

- Improving volume crime investigations meeting regularly reviews outcomes and trends for key crime types

- ADP in 2022 highly successful and bolstered our PIP2 numbers

- Retention of Positive outcomes as a KPI

- OOCD scrutiny panel

- Work within LCJB to resolve length and growing delays to charge by CPS

NORTHAMPTONSHIRE POLICE

How good is the force at investigating crime?

The introduction of Evidential Review Officers and increased numbers of Case Builders has dramatically improved file quality and consistency.

There is good governance of investigation standards via the IVCI (Improving Volume Crime Investigations) attended by Senior Leaders across the LPAs and C&J.

The Justice Department has been recognised as one of the best set ups nationally with other forces making regular enquiries to see what we do so differently.

There is a large scale monthly internal auditing/scrutiny process via the Senior Officer reviews. These look at investigation standards, outcome opportunities and safeguarding outcomes.

Effective investigation training is provided to all frontline staff. L&D provide good initial PIP1 training, CPD and ongoing support.
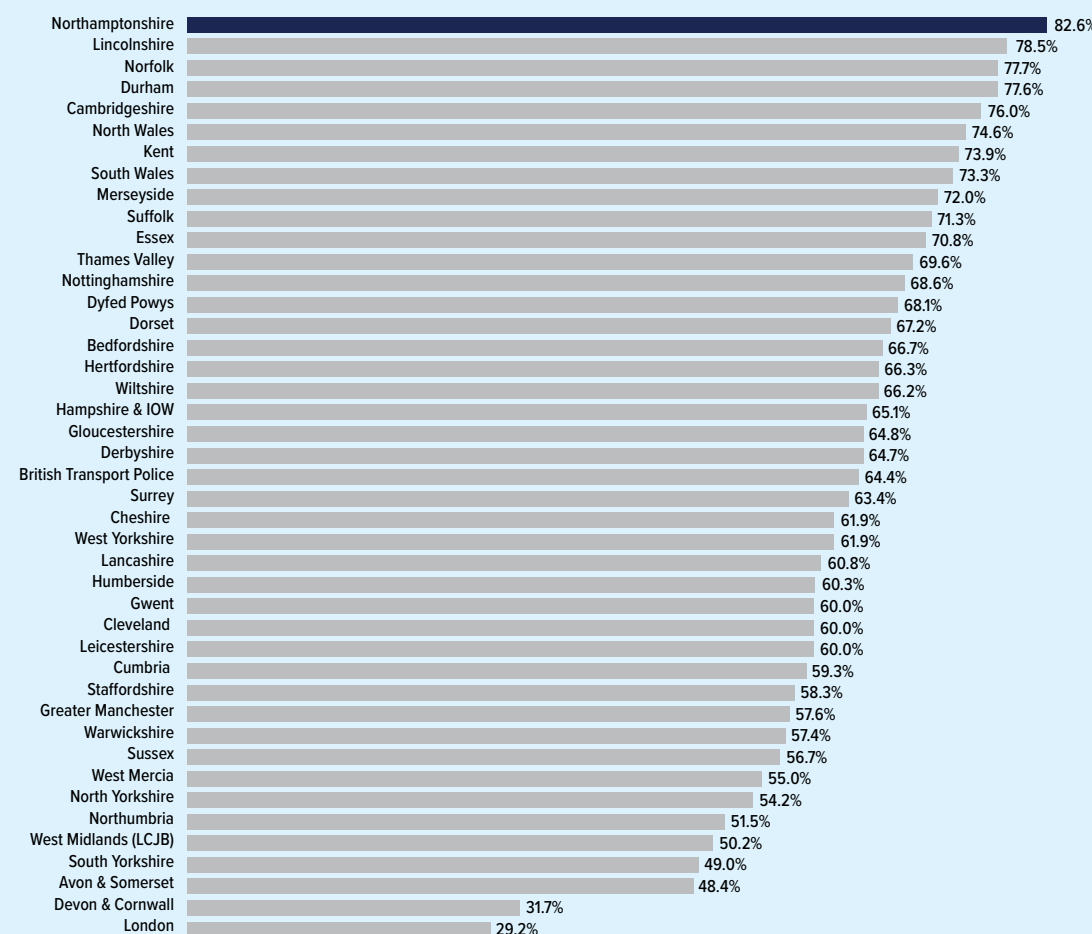
The Accelerated Detective Pathway recruitment scheme has offered an innovative solution to attracting investigators and filling Detective vacancies.

Effective partnership working with EMSOU & Major Crime

NORTHAMPTONSHIRE POLICE
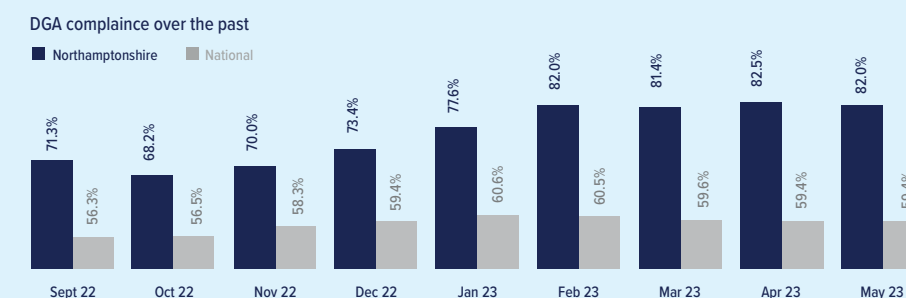
Our successes – Criminal Justice

External view

- Northamptonshire Police is 1st nationally with DGA compliance (May 2023) – 82.6% and sustaining this high compliance
- Files are built to a high standard to support swifter decision making and provide a better service to the victim

Northamptonshire	82.6%
Lincolnshire	78.5%
Norfolk	77.7%
Durham	77.6%
Cambridgeshire	76.0%
North Wales	74.6%
Kent	73.9%
South Wales	73.3%
Merseyside	72.0%
Suffolk	71.3%
Essex	70.8%
Thames Valley	69.6%
Nottinghamshire	68.6%
Dyfed Powys	68.1%
Dorset	67.2%
Bedfordshire	66.7%
Hertfordshire	66.3%
Wiltshire	66.2%
Hampshire & IOW	65.1%
Gloucestershire	64.8%
Derbyshire	64.7%
British Transport Police	64.4%
Surrey	63.4%
Cheshire	61.9%
West Yorkshire	61.9%
Lancashire	60.8%
Humberside	60.3%
Gwent	60.0%
Cleveland	60.0%
Leicestershire	60.0%
Cumbria	59.3%
Staffordshire	58.3%
Greater Manchester	57.6%
Warwickshire	57.4%
Sussex	56.7%
West Mercia	55.0%
North Yorkshire	54.2%
Northumbria	51.5%
West Midlands (LCJB)	50.2%
South Yorkshire	49.0%
Avon & Somerset	48.4%
Devon & Cornwall	31.7%
London	29.2%

Internal view

- Pre charge acceptance rate of 78% - well above the national average of 58.5%
- DA file quality of 83.3% – well above the national average of 60.6%. We provide an excellent service to victims of VAWG to secure positive action at court
- Despite our improvements, Northants are 2nd worst nationally for CPS charging decision timeliness - taking 40.5 days on average – affecting support for court proceedings from victims.
- MC conviction rate of 86% (sustained at a high level) and slowing reducing the time taken for hearings at MC (140 days in last 12 months, above peers) and the average hearings per case (1.62, lower than peers)

DGA compliance over the past

■ Northamptonshire   ■ National

Month	Northamptonshire	National
Sept 22	71.3%	56.3%
Oct 22	68.2%	56.5%
Nov 22	70.0%	58.3%
Dec 22	73.4%	59.4%
Jan 23	77.6%	60.6%
Feb 23	82.0%	60.5%
Mar 23	81.4%	59.6%
Apr 23	82.5%	59.4%
May 23	82.0%	59.4%

Our response

- ✓ Investment in case building function in 2022
- ✓ Thorough training delivered to new staff and refreshers to existing staff offered
- ✓ Regular expert support to operational colleagues in person and in stations
- ✓ Strong LCJB with robust challenging where needed
- ✓ Excellent partnership with wider CJ heads and regular conversation at a variety of levels
- ✓ Focus on quality to reduce adjournments from police side (but still happening because of CPS challenges)
- ✓ Opportunities to improve overall CJ performance if all partners can improve consistently

Success of ADP

Northamptonshire Police's Detective Degree Holder Entry Programme (DDHEP) specifically designed for applicants wanting to pursue a career as a detective but without the usual two-year interval before being able to apply. All applicants must have a degree in any subject at a level of 2:2 or above, or must be working towards their final year and have their predicated grades at the time of application.

266
Applicants in year 1

One cohorts almost all female

No vacancies
for the first time in years across key critical investigative roles

| No	Start date	Number of applicants	Number of VME applicants	Number of female applicants	Number of officers in intake	Retention rate as of April 2023
ADP 1	March 2021	269	12.1%	56.1%	22 (72.7% female, 4.5% VME)	21 remain – 95%. 2 converted to LPC
ADP 2	November 2021	As above	As above	As above	20 (95% female, 5% VME)	15 remain – 75%. 5 converted to LPC
ADP 3	October 2022	156	9.6%	64.1%	25 (76% female, 0% VME)	24 remain – 96%
ADP 4	November 2022	65	15.3%	55.4%	18 (50% female, 11.1%)	17 remain – 94%
ADP 5	September 2023	96	17.3%	62.5%	TBC	N/A

NORTHAMPTONSHIRE POLICE

Robbery

External view

- National Outlier for recorded crime rates (36th nationally) in June iQuanta data and little improvement for a protracted period
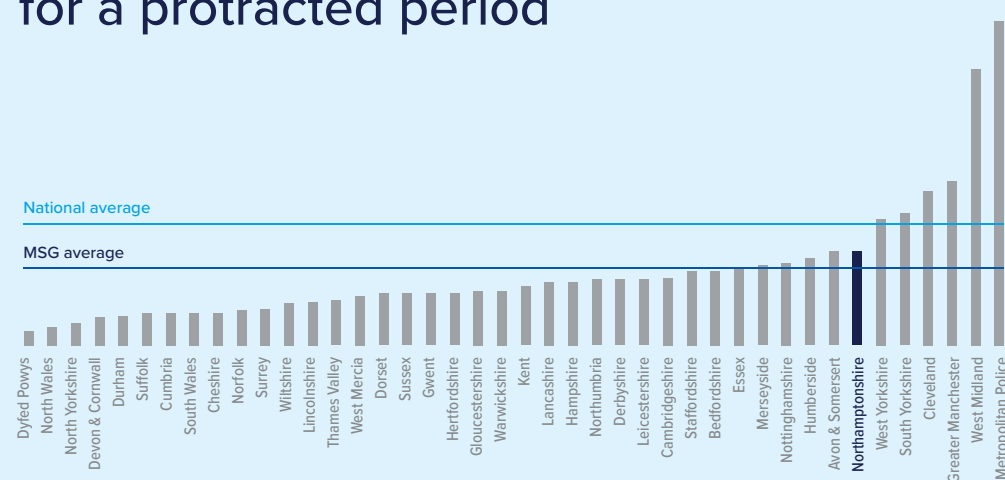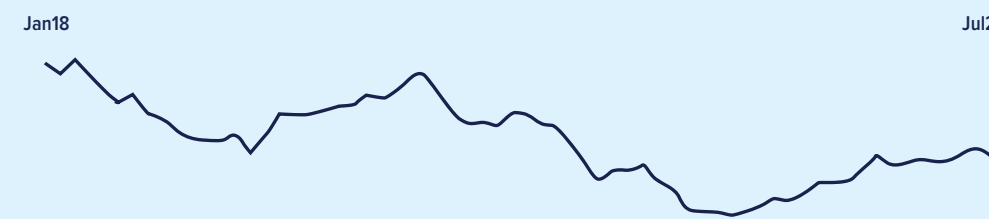

- National outlier for Outcomes – 42nd for Positive Outcomes (June iQuanta data) and 39th in DAP data for charges (Dec22 data)

NHP has a lower than expected value of 5.3% compared to other forces
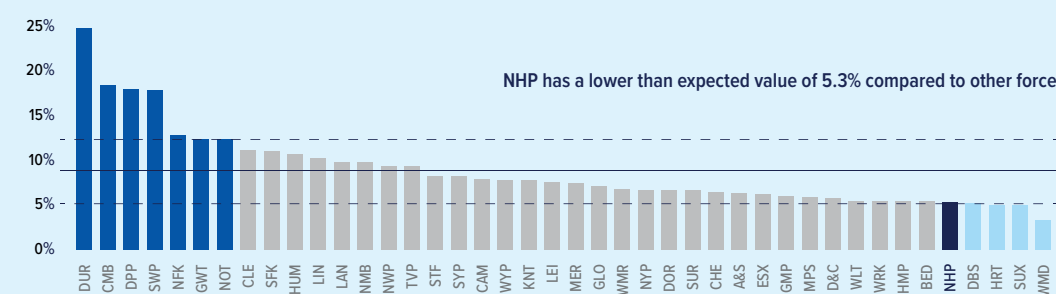
Internal view

- Now only a +1.9% increase in offences to July23 and recently stabilising but still well below pre COVID levels

Jan18   Jul23

- Links to under-18s have stabilised in recent months

- Notable reduction in the proportion of robbery involving a weapon this year (41% ➜ 35%)

- Identification of suspects is stable (43.1%) but at a lower rate than desired

- 27.7% of robbery resulting in arrest – increasing but sub optimal for effective investigations and outcomes

Our response

- ✓ New training package delivered by CID DS to FCR to better identify robbery offences and prompt the correct response

- ✓ More robbery offences are being attended and in a faster time securing better evidence

- ✓ Inconsistent investigation and allocation processes have been addressed (not IIT)

- ✓ Every robbery now has a DI review

- ✓ 3 month pilot on West LPA regarding crime investigation whereby all robberies will be sent to CID only from September

- ✓ Week of action success in July

NORTHAMPTONSHIRE POLICE

Residential burglary

↓ **11.6%**
decrease annually

256 less burglaries

Home Invasion burglary

↓ **7.5%**
decrease annually

111 less burglaries

Commercial burglary

↓ **14.1%**
decrease annually

147 less burglaries

Burglary Team

Northamptonshire Police was the first force in England and Wales to make a commitment that every victim of burglary would be visited by a police officer, which has realised significant results throughout the last 3 years

LARGEST PROPORTIONAL FALL
5TH
In demand for residential burglary

Dedicated Burglary Team

Burglary has been a real success story for the county and Northamptonshire Police have welcomed Home Office colleagues and forces across the country to look at the approach taken here.

Burglary is an abhorrent crime and has been a priority set by the Chief Constable since March 2019. He made a commitment then that every home invasion burglary would be attended, and performance has been maintained consistently in achieving this (around 90%).

Uplift funding has enabled the force to commit 12 additional officers to a dedicated burglary team, which has saw 1800 fewer per year since the team was established.

Demand for residential burglary continues to decrease and a significant 46% lower than it was prior to the establishment of this team.

Northamptonshire Police has seen the 5th largest proportional fall in demand for residential burglary of any force nationally from pre Covid baselines.
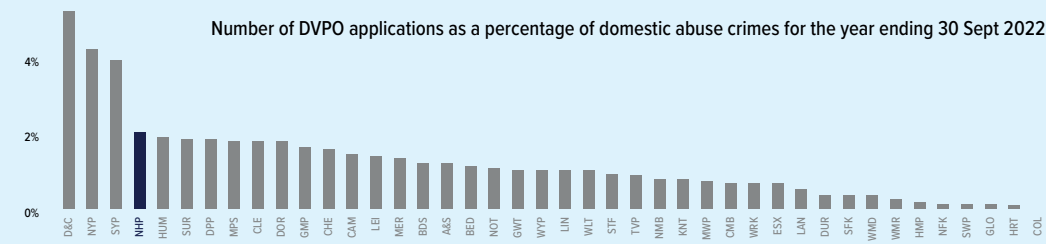
NORTHAMPTONSHIRE POLICE

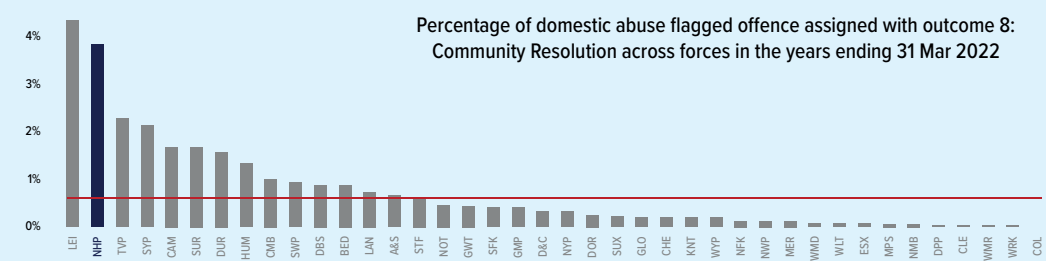# Protecting Vulnerable people - Domestic Abuse

External view

- DVDS applications are more likely to result in disclosure – 4th highest nationally
- DVPOs are 4th highest nationally as a % of DA crime despite drop in usage in 2022

Number of DVPO applications as a percentage of domestic abuse crimes for the year ending 30 Sept 2022

- DA arrest rates have remained high
- DA response is weighted to G3 in the DAP data – our profile of incidents is at odds with peers
- High use of OOCDs including OC8 for DA (outlier) but older data (Mar22)

Percentage of domestic abuse flagged offence assigned with outcome 8: Community Resolution across forces in the years ending 31 Mar 2022

Internal view

- Repeat victims rates are stable at 40%
- Repeat offender rates continue to fall slowly – 43% last 12m and 41.5% Jul23
- Response to DA has seen a shift away from G3 to G2 since Nov22 and changes to our approach
- 42.4% arrest rate – increasing trend driven by standard risk. High risk remains over 70%
- 12.6% of DA results in a positive outcome (stable)
- Recent increase in cases at court resulting in non convictions because victims & witnesses are withdrawing – timeliness to hear cases is high
- DVDS being processed more quickly – 31% in 35 day limit in last 12m – 71% in Jul23

Our response

- Audit and assurance work completed re. application of OC8 outcomes on DA – changes made following findings and recommendations
- DVPOs considered for all DA where appropriate – courts are supportive following engagement
- DA arrests remain a KPI and action taken is promoted by commanders
- Investment into DVDS process
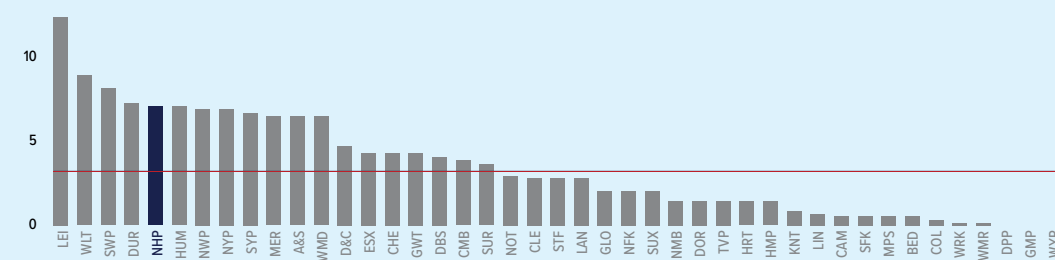- Evaluation of arrests and OOCDs on recidivism commissioned

NORTHAMPTONSHIRE POLICE

Protecting Vulnerable people – Mental Health

External view

- MH flagged crime demand is stable over time but 5th highest nationally

- MH flagged incidents increased 9% in year to Sep22 – below the 17.6% increase nationally.
- 5% of total incident demand is MH – in line with peers. We see more calls from MH specialists and far less from 3rd parties vs peers
- Use of S136 is increasing for adults over time with minimal use for U18s but is in line with peers based on 2021/22 DAP data
- 52% of S136 patients are transferred by police car to a place of safety – not an outlier compared with peers

Internal view

- 15.1% of crime demand has a MH flag (increasing) – 16.8% in July 23 alone. Victims and suspects are disclosing MH conditions; we can ensure the service we provide is appropriate to their needs
- Growing volume of PPNs submitted to highlight these vulnerabilities
- Reducing time spent dealing with MH incidents in July following introduction of Right Care Right Person (9% ➔ 6%)
- Recent S136 data shows reducing use overall but a small and increasing use against children (6.5% of the total in last 12m vs 4.5% in 2021/22)
- 10% of people detained under S136 are returned to the community with no further action. The power is being used appropriately

Our response

- Introduction of RCRP in July to provide a better partnership response to MH demands in the county
- 40% of MH incidents in July 2023 had the RCRP qualifier – approach is being considered and correctly assessed by the Force Control Room
- 65% of MH incidents see Op Alloy contacted for specialist advice – 4 year high
- Continuing relationships with St Marys, Berrywood and St Andrews hospitals regarding demand and reporting
- Better understanding of demographic profile of MH victims

NORTHAMPTONSHIRE POLICE

How good is the force at protecting vulnerable people?

Structured Professional Support sessions have been introduced for all staff & officers in high harm roles. This Clinical Supervision has improved welfare & wellbeing which has been baselined and tracked via surveys.

Good multi-agency support of Children in custody. This includes TICTAC, Golden Hour and regular scrutiny meetings chaired by Police.

A PVP review was conducted in May 2022 resulting in a restructure of the department. Improvements in investigations and safeguarding have been realised.

Clare's Law process – force has recruited two dedicated staff to research and make decisions, with the assistance and support of Neighbourhood Policing Teams to deliver disclosures.

High submission rate of public protection notifications demonstrates the wider force understanding what hidden harm is, what vulnerability is and how to assist with future safeguarding.

Effective partnership working across the whole of PVP. This is aided by a central MASH where Police co-locate with Children's Social Care and the introduction of a 'Partnership and Review' DS.

How good is the force at managing offenders and suspects?

Nationally recognised practice:
Community Initiative to Reduce Violence. CIRV run a number of innovative projects including MY:BK:YD.

Online Child Abuse Investigation Unit. OCAIU have created an exceptional process with Child Social Care. As soon as linked children are identified, a PPN is submitted which triggers a strategy discussion within 24 hours.

A central repository of all ancillary orders issued is now available. This allows for better proactivity around compliance checks.

Integrated Offender Management. IOM have worked hard to identify partner agencies to work in collaboration towards IOM cohort management and rehabilitation. Good examples of partner agency working.

MOSOVO have several successful initiatives— facilitating the identification of Potentially Dangerous Persons with the wider force, SHPO and SRO training/oversight and closer working relationships with NPTs.

Investment in 'Digi-van'
utilised for Online Child Abuse Investigation Unit deployments, warrants and arrests as well as RASSO investigations.

NORTHAMPTONSHIRE POLICE

# Our successes – Serious and Organised Crime

Seizures and Intervention

- Regularly seizing weapons linked to criminal use – 54 in year to July 2023

- 59% of OCG and CL interventions in the last 12m have been successful with major, moderate or minor success. Further improvement on the 47% baseline

- Safeguarding of 49 people under Op Voltage in Kettering – MSHT referrals, PPNs and partnership support

- Arrest of 78 offenders for various drug trafficking and supply offences

- Seizure of large amounts of cash, Class A drugs and weapons

- Planned enforcement activity and S18 searches

Intelligence

- Increasing proportion of intelligence is actionable – 71% in July 2023 for firearms (54 of 76 logs)

- Improving picture for intelligence from the public and partners – actionable intel and overall volumes of logs

KPI6: % Actionable Intelligence Logs

	Firearms	Org. Immigration	Org. Acquisitive
	58.1% / 71.7%	23.6% / 33.3%	18.1% / 17.0%
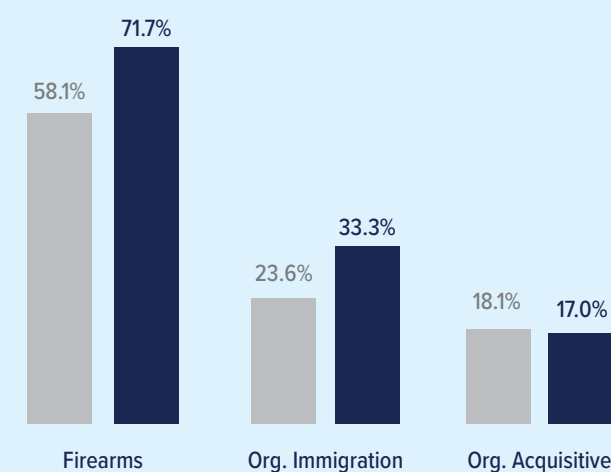
Our response

- Clear ownership within Proactive Crime and Intelligence function

- Communication and support to improve the quality of intelligence in a series of micro blogs by Director of Intelligence

- Weeks of Action focus on key aspects of SOC including intelligence

- Operation Voltage - multiple offenders arrested, charged and remanded

- Working with partners and other police forces such as Op Orochi (Met Police) and the West Midlands Task Force in order to maximise impact

NORTHAMPTONSHIRE POLICE

Developing our Workforce

How good is the force at building, developing, and looking after its workforce and encouraging an ethical, lawful and inclusive workplace?

Positive Action activity aligned to Community Engagement activities

Robust support for student officers including wellbeing, pastoral care and increase in student tutors by 40%

In-house occupational health and Psychological Innovation service

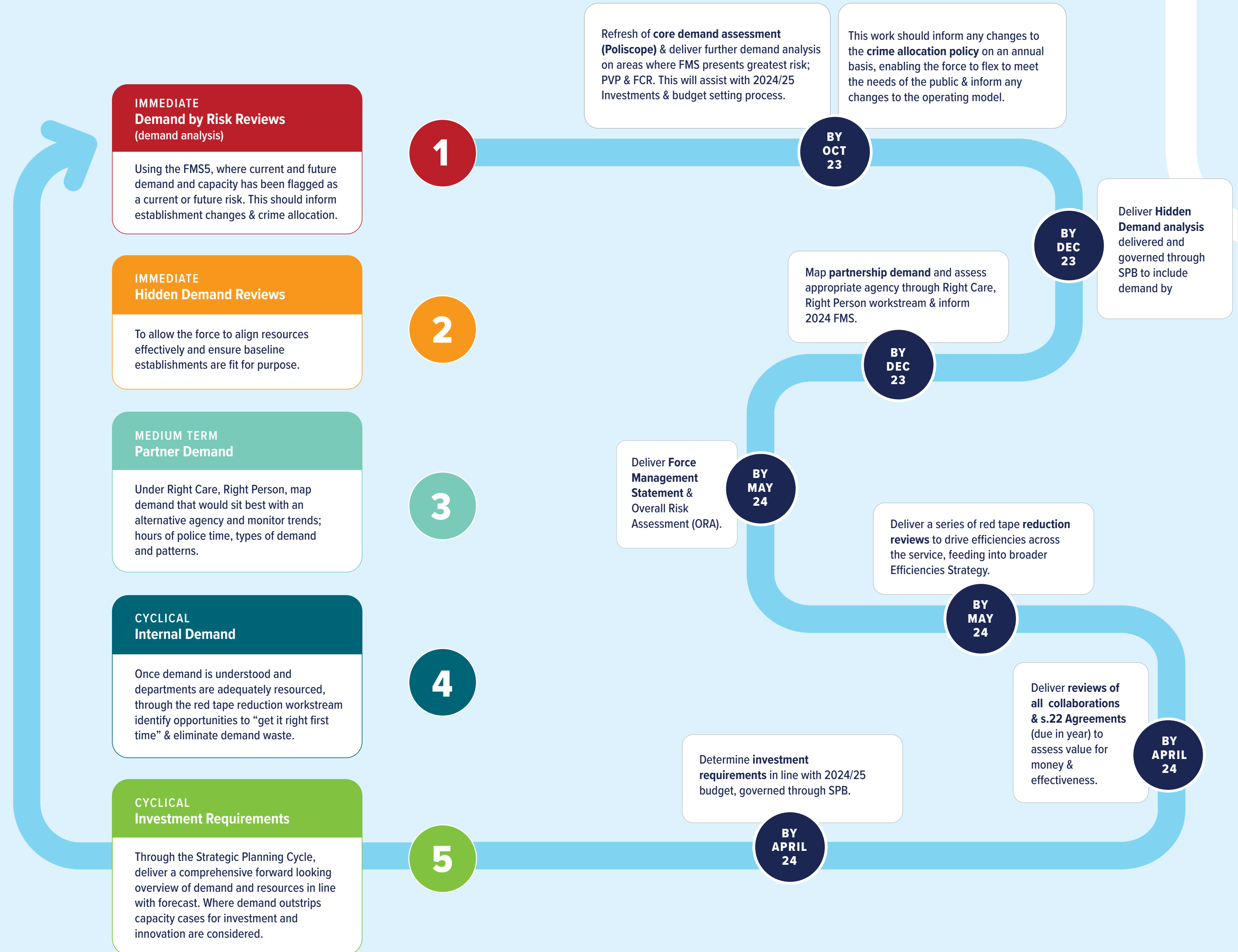Improved knowledge of workforce skills, Skill and Capability Matrix, understanding of gaps

'Super Friday' CPD sessions for response and neighbourhood officers

Comprehensive workforce plan and workforce models

Improved vetting process including recognised good practice and manageable workloads

NORTHAMPTONSHIRE POLICE

Strategic Planning &
Organisational Effectiveness

Road Map

1 — IMMEDIATE
Demand by Risk Reviews
(demand analysis)

Using the FMS5, where current and future demand and capacity has been flagged as a current or future risk. This should inform establishment changes & crime allocation.

Refresh of **core demand assessment (Poliscope)** & deliver further demand analysis on areas where FMS presents greatest risk; PVP & FCR. This will assist with 2024/25 Investments & budget setting process.

BY OCT 23

This work should inform any changes to the **crime allocation policy** on an annual basis, enabling the force to flex to meet the needs of the public & inform any changes to the operating model.

Deliver **Hidden Demand analysis** delivered and governed through SPB to include demand by

BY DEC 23

2 — IMMEDIATE
Hidden Demand Reviews

To allow the force to align resources effectively and ensure baseline establishments are fit for purpose.

Map **partnership demand** and assess appropriate agency through Right Care, Right Person workstream & inform 2024 FMS.

BY DEC 23

3 — MEDIUM TERM
Partner Demand

Under Right Care, Right Person, map demand that would sit best with an alternative agency and monitor trends; hours of police time, types of demand and patterns.

Deliver **Force Management Statement** & Overall Risk Assessment (ORA).

BY MAY 24

Deliver a series of red tape **reduction reviews** to drive efficiencies across the service, feeding into broader Efficiencies Strategy.

BY MAY 24

4 — CYCLICAL
Internal Demand

Once demand is understood and departments are adequately resourced, through the red tape reduction workstream identify opportunities to "get it right first time" & eliminate demand waste.

Deliver **reviews of all collaborations & s.22 Agreements** (due in year) to assess value for money & effectiveness.

BY APRIL 24

5 — CYCLICAL
Investment Requirements

Through the Strategic Planning Cycle, deliver a comprehensive forward looking overview of demand and resources in line with forecast. Where demand outstrips capacity cases for investment and innovation are considered.

Determine **investment requirements** in line with 2024/25 budget, governed through SPB.

BY APRIL 24

NORTHAMPTONSHIRE POLICE

Aim

To ensure the public of Northamptonshire have visible and accessible policing across the county, this strategy sets out a force plan to utilise demand data to enhance operational decision making, to support future planning and key strategic decisions relating to both investments for the future & efficiencies.

Objectives

- Develop a single system view of demand across the force, governed through the Strategic Planning Board.

- Identify, capture and record operational demand by continuing to ensure the force delivers high standards of crime recording through strong data integrity practices.

- Enhance understanding of partnership demand through the Observatory & ight Care Right Person (RCRP) workstream.

- Undertake a comprehensive review of "hidden demand" streams and insights to the impact on police resources, to better inform strategic decision making and future resource allocation (i.e. RCRP, innovative practice & better use of technology to release capacity).

- Continue to develop an analytical position to understand current and future demand trends, predictive analytics and demand modelling capabilities.

- Build on the contributions and achievements of the Force Management Statement (FMS), providing more data to support senior leaders further understand and develop their strategies to plan for future demand and resource requirements.

- Horizon scan nationally, taking into consideration the future policing landscape through science and technology; regional collaborations and value for money (i.e. s.22 Agreements) and national implications of local decision making.

Analytical Methods

QLIK Analytics — Qlik Q

Qlik is an analytical platform utilised to combine and examine datasets to identify patterns and develop actionable insights.

This "Self-service" analytics tool enables users across the force at supervisor level to easily analyse data instantly, understand workloads & crime trends across a wealth of applications developed to best understand demand upon the organisation.

Observatory

The purpose of the Observatory is to act as a think tank for public sector services across Northamptonshire; It aims to act as a repository of information, both statutory and non statutory agencies to develop data led products of pre cursor information to enable organisations to better understand gaps and opportunities.

Its data will be cross sectional, hosted by Northamptonshire Police but not police centric, to deliver placed based principles of community safety.

FMS

The FMS is an annual force-wide assessment of current & future demand, capacity & capability. This holistic assessment provides insights through an Overall Risk Assessment (ORA) to inform the areas of greatest risk, and offers an insight as to how the force has progressed throughout the last 12 months.

The FMS considers environmental factors, such as economic shock and the likely impact of the costs of living crisis.

The FMS is delivered in partnership with the business, therefore offers both an analytical & "boots on the ground" assessment of operational reality to support data.

Analytical Methods

Poliscope

Partnering with Crest Advisory's Justice Episteme, Poliscope, which stands for Police Strategic Capability and Operations Performance is an analytical tool utilised by Northamptonshire Police to better understand forecasts for specific areas of "core" demand, which has been used to inform the FMS.

In addition to Poliscope, the force has delivered supporting demand analysis across a wealth of specialist areas.

STRA

The Strategic Threat and Risk Assessment is typically refreshed annually and is an assessment of the most significant risks facing communities across the county. Like the FMS, the STRA is a collaborative product that considers national publication (Beating Crime Plan, Policing Measures, Violence Against Women & Girls Strategy) the FMS, and the findings from HMICFRS reports.

In addition to this the STRA considers performance data, trends and comparisons against peers, and intelligence analysis of crime and disorder trends and intelligence profiles.

MoRiLE

Linked to both the STRA & FMS, Strategic MoRiLE (Management of Risk in Law Enforcement) is used to assess areas of risk and focus, understanding demand & capability. This is represented in the force's Matters of Priority & also the ORA (Overall Risk Assessment) for the FMS.

Utilising MoRiLE ensures all decision making is informed based on threat and risk to deliver an effective policing service that is fit for purpose.

NORTHAMPTONSHIRE

POLICE

Fighting Crime. Protecting People.