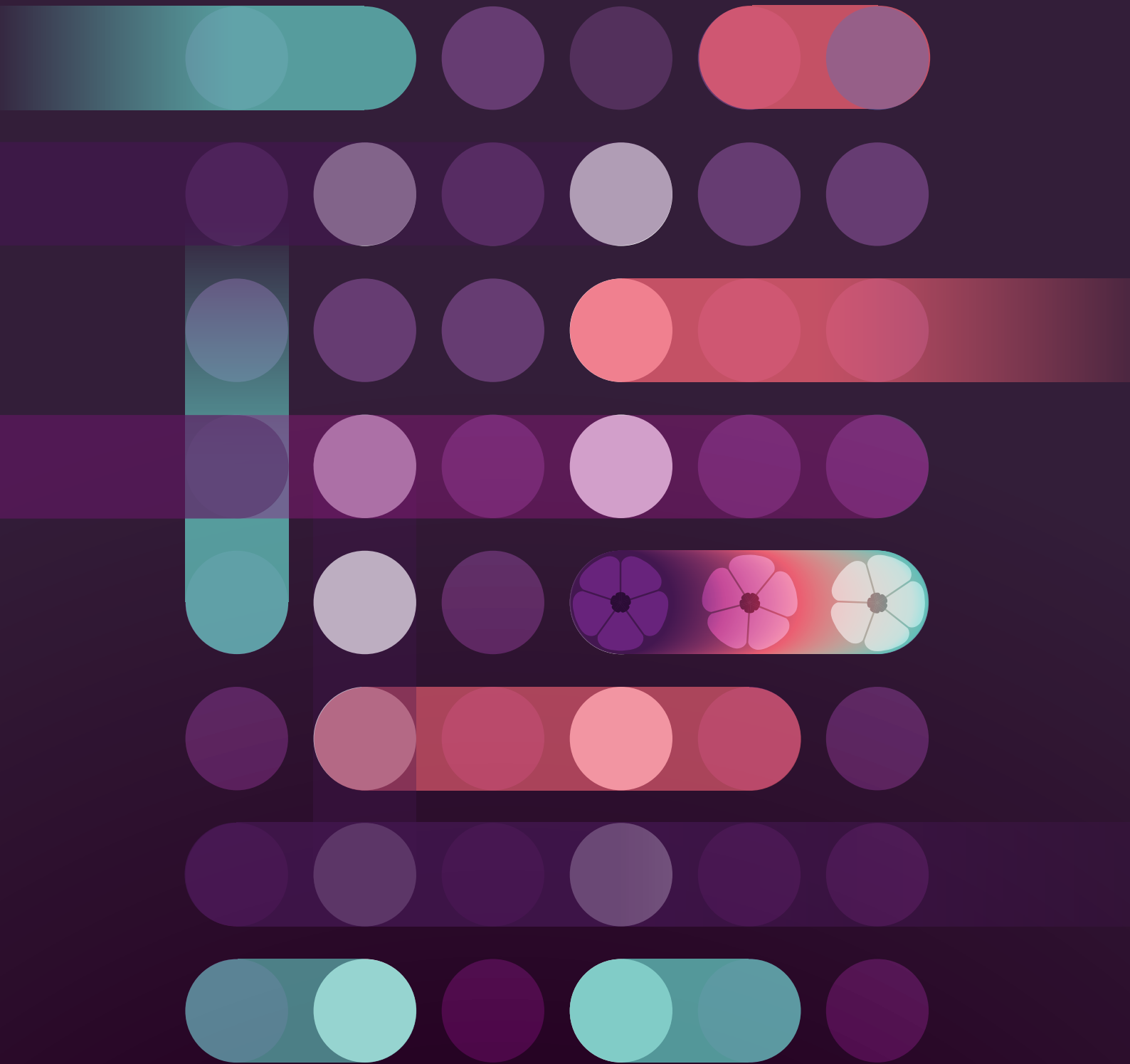




NORTHAMPTONSHIRE
POLICE, FIRE & CRIME
COMMISSIONER



Safe and Sound

The Public Safety Plan
for Northamptonshire

2025-30

04

Safe and sound
missions

05

How we will deliver
the missions

06

A big conversation

08

Visible, Accessible
Community Services



Mission 1

12

Professionalism
and Standards



Mission 2

16

Strong
Partnerships



Mission 3

20

Sound Money
Our Financial Context

22

Sound Management
Delivering the Plan

A new mission for public safety

This plan sets out my objectives for public safety in Northamptonshire



The plan is framed around three missions that span my responsibilities across policing, fire and rescue, community safety and criminal justice. It is a strategy and reporting framework that will help us to work in partnership to best serve victims and communities across the county.

Public trust and confidence in the emergency services has been damaged by a series of ethical and cultural issues. Against this challenging backdrop, my plan will build on the improvements that recent inspections have shown to be needed in both our police and fire service.

Most importantly, the plan will be framed around what we know people want.

“” | People want services that they can trust to hear their concerns, and put them first.

We carried out an in-depth consultation with communities across Northamptonshire – that I have been calling our Big Conversation. People told us that they just want to feel safer - they want to know that police, fire and public safety partners will be there for them, both day to day and in their hour of need.

People want services that they can trust to hear their concerns, and put them first. That means providing visible and accessible local policing, fire and rescue professionals who know their patch

and can help people protect themselves from risk, and public safety partnerships which draw together all the right local services with a shared mission.

It is not too much to ask. And I am committed to putting what our communities want at the heart of everything we do.

Danielle Stone
Danielle Stone

Safe and sound missions

The three missions that shape my plan for Northamptonshire are:



A drive to rebuild trust and confidence with **visible and accessible community services** in both towns and rural areas. This means reinvigorating neighbourhood policing and making sure fire stations and staff are at the heart of their communities.

I want our communities to feel safe and so I will be working with Government to shape the new Neighbourhood Policing Guarantee and fire national framework.

I want everyone - and young people and women, in particular - to feel safe and supported. I also want local businesses to know that we have got their back.



A focus on **professionalism and standards**. This means ethical leadership that sets the tone from the top as well as great public services that put the community first.

I want our public safety professionals to reflect their communities, and to work with me to overcome the cultural challenges identified in both policing and fire. I will ensure sound money management, seeking social value as well as good business sense across our work.



Developing **stronger public safety partnerships**. This will mean tackling shared challenges across community safety and criminal justice agencies.

In line with national duties upon local commissioners, I will ensure we play our role in tackling national threats from cyber-crime to terrorism. And locally, I will cut waste, improve outcomes and drive collaboration between emergency services and across partnerships.

“ I want everyone - and young people and women, in particular - to feel safe and supported



How we will deliver the missions

This strategy sets the high-level mission that will be underpinned by specific delivery plans across the range of my work and that of the operational services I oversee.

These will include partnership strategies, such as those on community safety, serious violence or prevention and operational plans such as the fire and rescue service’s Community Risk Management Plan, the business plan for my victim service ‘Voice’ and the operational Policing Plan for the county.

As we frame and deliver each new strategy for public safety, we will consider four key principles, or tests. At every turn we will be testing whether changes will make communities and victims safer and whether they are ethically and financially sound. The four policy tests are:

Safer communities

Confident, engaged and protected

Safer victims

The heart of a stronger public safety system

Sound leadership

High standards and quality services

Sound money management

Innovation, efficiency and social value

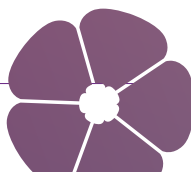
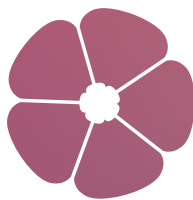
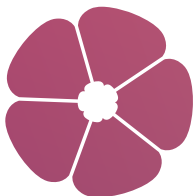
A Big Conversation

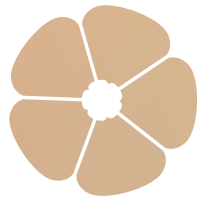
Public trust and confidence in the emergency services has been dented by a series of local and national issues over the last few years. Integrity and workplace culture in both policing and the fire service have been in the spotlight and court delays and full prisons have damaged faith in the criminal justice system.

Behind the headlines, I am clear that we can and will make significant improvements here in Northamptonshire. By changing how our public safety services work with local communities, we can positively influence public confidence.

We carried out a major community consultation across Northamptonshire, the 'Big Conversation' – with striking and concerning results. But people told me the steps we can take to make things better. The report findings include a number of themes that will set a road map for policing, the fire and rescue service and the wider public safety system. The full consultation report is available on my website. It is the very bedrock of this strategic plan.

People told us they don't always feel safe across our county. Respondents said they feel less safe in urban areas, with the closure of shops and community assets like youth services, and a decline in maintenance contributing to a sense of insecurity.





“By changing how our public safety services work with communities, we can positively influence public confidence

People reported changing their routines, avoiding certain areas after dark and visiting town centres less frequently. Women, in particular, modified their behaviour, choosing busier locations for exercise, and opting for longer but better-lit routes home at night. Parents and younger residents talked about going out less frequently. Rural residents felt safer but also had concerns about safety, including on issues like poor driving. People told us that they missed the reassurance of having visible police presence in town centres.

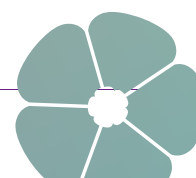
Across both urban and rural communities, people want a greater and more visible police presence. Residents commented that there can be a mismatch between police priorities and community expectations. Rural residents wanted more traffic patrols and responsive policing, urban areas said they wanted to see more foot patrols and community policing. Across the county, people said police need to be more involved in community events, maintain regular communication, and foster relationships that build mutual trust and respect.

Over the last few years, the number of police officers in Northamptonshire has increased, but now, there is a public perception that we have an inexperienced police force that is over-stretched and under-resourced to cope with changing demands. There was conditional support for increased funding through higher council tax, provided it results in tangible improvements in policing visibility, responsiveness, and crime investigation.

Confidence in local policing needs to improve and respondents agreed that positive initiatives need to be communicated more effectively to rebuild trust. Media coverage of national policing issues dents public trust and confidence, but this was only one part of the picture. Word of mouth and personal experience were also key and where people have had good service, it really matters to them, and they tell their neighbours, family, and friends.

Residents commented more positively on the fire and rescue service, even though they were less likely to have contact with them. There is learning for both services, however, and my ambition for greater community engagement will apply to both police and fire. Residents supported the fire and rescue service's need to develop from traditional firefighting to a more diverse emergency service.

The community has been clear with me, and I will be equally clear in response. This plan is called 'Safe and Sound' for a reason. I want to see safer communities and sound, high-quality leadership. I want to see accessible local police officers and fire and rescue professionals who know their patch inside and out. I want to see excellent, ethical leadership and high standards across our services. And I want to have the systems in place to support all of our public safety professionals to provide the best possible service to their communities.





Visible, Accessible Community Services

“ Greater accessibility
means being visible in
neighbourhoods so that
people feel safe.



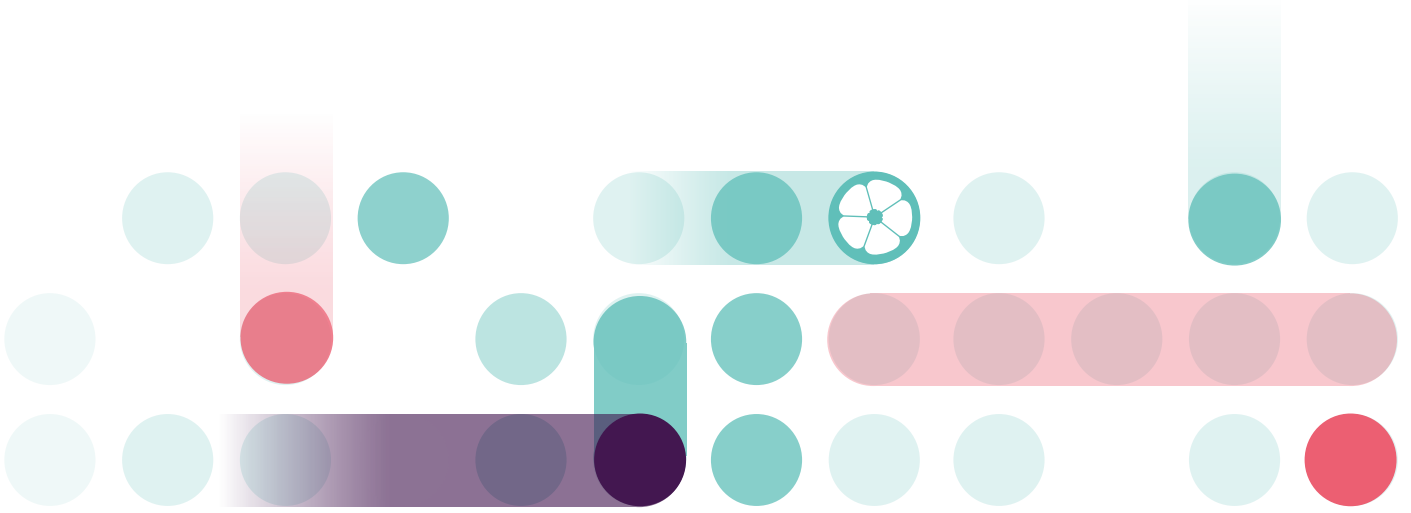
Across the county, people have told us they feel disconnected from the services they look to for protection.

In response, I will work with operational leaders to revitalise neighbourhood policing and make sure fire and rescue teams are at the heart of their communities.

I know that police and fire leaders stand with me in a shared desire to support great work within neighbourhoods to regain confidence and trust. This will mean meeting the community on its own terms.

This could be in person within community settings such as community centres, schools, and increasingly in joint hubs that bring partner agencies together. For some people, online accessibility will be more important.

Where the public seek help or ask for advice – on policing, fire, or criminal justice – services need to be clear on how they will respond, and how quickly. Every interaction with the public is an opportunity to identify risks and prevent harm.



For policing this means building on the good work that has been done to focus on neighbourhood policing and community engagement.

Greater accessibility means being visible in neighbourhoods so that people feel safe, and communities feel cared for and I will work with police leaders to ensure that we provide a full spectrum of opportunities for meaningful community engagement.

Police officers and staff should also be increasingly accessible through video appointments, online reporting and other routes for those whose preference is for technologically enabled contact. Great local policing can improve quality of life and feelings of safety for everyone.

For fire and rescue this means capitalising on the service's unique presence in our communities to maximise the impact of the prevention and protection activity that we know to be crucial.

Our fire and rescue service has a strong record of reducing fires and could further extend its reach into all our communities. By working with fire leaders to refresh the Community Risk Management Plan and deliver on the Your Future Service transformation programme, we will both improve response times to the highest risk incidents and enable the service to take its place at the heart of the community.

This will mean opening up fire stations to the public and making the best use of an extensive estate as a community asset, bringing highly skilled fire professionals out of the station and into the community wherever possible.

There is more that they could do to protect communities and prevent harm, including closer work with other services. Inspection and national reports tell us how critical this focus on prevention, protection and supporting the vulnerable must be for a modern service.



“ I want Northamptonshire communities to know they will be supported by the combined efforts of our public safety services.

For partner agencies, this means putting prevention first, with councils, youth services and others working together to better support vulnerable people.

Whether it is joint work to ensure our local parks are places we want to visit with our families, or the Safer Streets programme which helps make sure our homes are safe places to lay our heads at night, I want Northamptonshire communities to know they will be supported by the combined efforts of our public safety services.

My office will play a leading role in partnership working – from youth justice and community safety to wellbeing and the safeguarding of both children and adults. The police and fire services will play their role in local area partnerships at neighbourhood level.

There will be further joint strategies and plans to follow in this area – from joined up youth strategy to shared approaches to help communities protect themselves from crime – both online and in the real world. Young people in the county deserve the very best start to life and we must find brave and creative ways of working with communities to create the long-term change required to enable this.

We need a new vision, developed with partners and with young people themselves. The business plan for my victim service, Voice, will spell out the support that we can offer to victims and witnesses.

Nationally, we will influence the development of Government strategy on policing, safer streets and fire reform.

I want to ensure that our local plans to revitalise neighbourhood policing inform the new Neighbourhood Policing Guarantee, to ensure that Northamptonshire continues its success in police recruitment and gets a fair share of police funding and the promised 13,000 new police officers, PCSOs and Special Constables.

I will use my national influence as the lead Commissioner for fire and rescue to influence the shape of the new Fire and Rescue National Framework and wider Government strategy, following the recent White Paper on fire reform and other national reports.

We will support the development of new prevention partnerships and the Young Futures programme, as well as supporting Government ambitions to tackle violence against women and knife crime.



Professionalism and standards

“High standards matter, and good customer service is a must.”



Reputations matter. There have been too many examples of poor and unethical behaviour - both locally and nationally - that have done serious reputational damage to the emergency services.

Trust must be rebuilt, and I have been working with police and fire leaders to develop plans to repair the relationship with the public and with our own workforce.

The tone is set from the top and I will work collaboratively with operational leaders to put the interests of the public first, every time.

I want values and ethics to be at the core of that work and to support the development of great leadership at every level of our services. I also want to work with police and fire to explore new ways to ensure our workforces understand and reflect the communities they serve.

Equally, this mission is about great public service. We know from the Big Conversation that confidence is fragile, but that we can regain by focussing on quality of service. Where people have contact with police and fire, I want them to routinely find us at our best: respectful, responsive, and fair.

We can't solve every problem but if we listen, are clear on what we can do, and keep people updated on how we respond, we will be on track to win their trust. High standards matter, and good customer service is a must.



For policing this means building on the steps that we have taken to improve vetting and supporting officers and staff to challenge each other to be their best and root out unacceptable behaviour.

I will work with police leaders to implement the findings of the recent vetting review, which seeks to raise the bar on integrity and make changes to local and national systems.

I want to see us play our full part in acting on the national race action plan and in learning from and responding to important reports such as the Angiolini Inquiry which has turned its attention to police culture and women's safety.

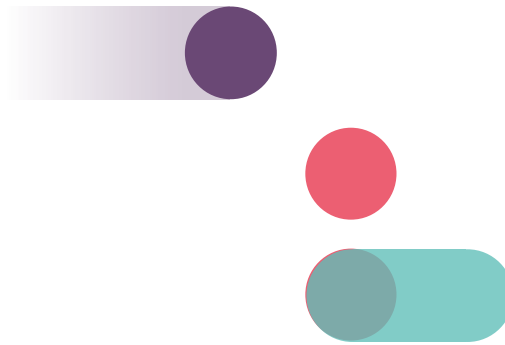
This is about protecting everyone in the policing family so that people are safe and can thrive at work. The Chief Constable has already taken action to improve police investigations, in response to inspection findings.

I welcome this and will want to see operational plans that ensure engagement with our community is routinely positive, with staff supported to do the basics really well.

For fire this means delivering on our Serving with Pride strategy, which seeks to support fire professionals to create the open, inclusive workplace that we know they want to see.

Independent inspection flagged concerns but said that we are on the right path to improve things. There is more to do to ensure that people at all levels of our service, both frontline staff and those who support them, treat each other with respect and put the public first.

As with policing, I want there to be a strong focus on wellbeing at work for fire and rescue – with safe working practices and support for people to develop as leaders.



From our partners, we will also expect high standards and ethical practice, including from those who deliver services we commission.

Modern slavery and other forms of oppression can be found in businesses and communities across the county, and I want to see partnership effort to safeguard the vulnerable.

Equally, I am conscious that by making social value a guiding principle for all our purchasing and commissioning, we can better understand the impacts of our activities and carry them out in a way that creates wider benefits for economic, social, and environmental wellbeing.

Nationally, we will influence the conversation on leadership and on standards in public life. We have learned from our local experiences where things have gone wrong and will continue to share that learning with national bodies looking at accountability and standards within police and fire.

This will include work with the Home Office to ensure that the vetting systems which govern our services are coherent and stringent as well as supporting plans for a national fire college to provide professional support to services and their leaders.

We will also work with Government and other national bodies to develop proposals on investing in public safety leadership as well as strengthening and diversifying the workforce through creative recruitment and retention approaches.



Strong Partnerships

“

I want to see a
collective approach
to public safety in
Northamptonshire.



Keeping the public safe is a team game.

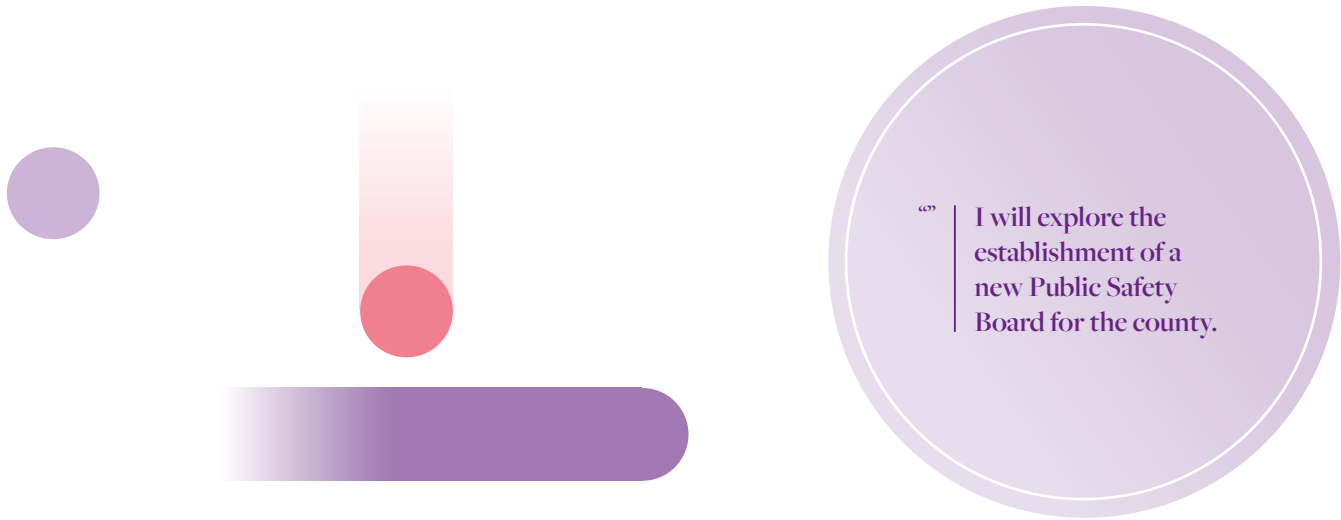
We need great partnerships and strong systems to deliver change.

With complex social problems as such domestic abuse, modern slavery or safeguarding, a multi-agency approach is the only way to get things done.

Some services report directly to me as Commissioner and there are many others where I want to convene and influence partners – strengthening joint work and ensuring that we are putting the public first.

In the criminal justice system, I want to continue to draw partners together to ensure justice is not delayed and our responsibilities to victims are met. There are clear challenges in prisons and probation services and there is more we could do together to reduce youth offending.

Equally, where we can remove unnecessary bureaucracy or barriers to delivery, we will.



“ I will explore the establishment of a new Public Safety Board for the county.

For policing and fire this means resetting the accountability relationship that service leaders have with me.

I want to provide clearer support and challenge in driving performance improvement. I want to continue, and deepen, my office’s role in managing complaints and customer service so that we can learn from the community’s experience of police and fire.

I will also focus on diligent, financially sound management of our assets and will use transparency and audit to assure myself that we are spending public money wisely.

Whilst I am very clear that they must remain two distinct operationally independent services, I will also challenge the Chief Officers to maximise the scope for collaboration with each other and partnerships with the full range of bodies who can impact public safety.

Northamptonshire has been at the leading edge of emergency service collaboration, and I want to explore how we can work even more efficiently together, as well as better serving the vulnerable in areas such as modern slavery or domestic abuse.

I want to see our emergency services involved in great collaborative work at the local level through parishes and local area partnerships.

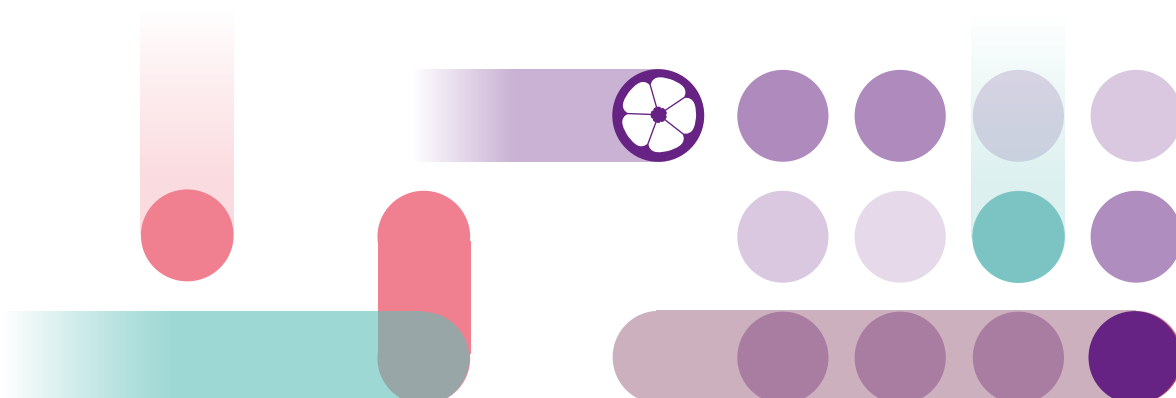
And when it comes to our estate, I want to see high quality, modern facilities for our staff that are accessible to the public, where possible, or which play an active role in the community.

For public safety partners, this means investing in co-location, and collaboration and working together to tackle our shared challenges.

But it also means asking more of our partners to ensure a primary focus on public safety, reducing reoffending, and preventing harm.

I want to see a collective approach to public safety in Northamptonshire and will explore the establishment of a new Public Safety Board for the county to draw together strategic oversight, delivery, and investment.

This will bring together existing work, build on shared success in attracting and sharing funding for safer streets and serious violence reduction, and prepare us to capitalise on new opportunities.



**For the criminal justice system,
I want to support transformational
change and recovery.**

I will work to develop a joint criminal justice plan, owned and developed by all partners through our strong local criminal justice board.

We need a shared grip on what is driving issues like violence against women and girls and modern slavery to enable us help tackle perpetrators and change the culture that allows victimisation.

Through the Observatory – an innovative hub that draws partner data together – I want to support all agencies to identify the sticking points in our system and the interventions that will get the criminal justice system working at its best.

I will also explore how specialist problem-solving courts can be delivered in Northamptonshire, enabling greater access to justice, tackling caseloads, and better serving victims of rape and domestic abuse.

I will ensure our services are ready for the new Victims Bill, working with partners to ensure we can deliver on the ambition of the new legislation. All agencies tell me that recruiting, developing, and retaining the right people is challenging.

If we collaborate on our workforce strategies we can attract and retain great people and support them in career development across the county.

**Nationally, we will influence transformation and
recovery. I will support the Government in making the
case for further devolution of criminal justice powers.**

I will also ensure delivery against the Strategic Policing Requirement for policing, which sets out national areas of concern, and support a planned review of the Fire and Rescue National Framework, which performs a similar role.

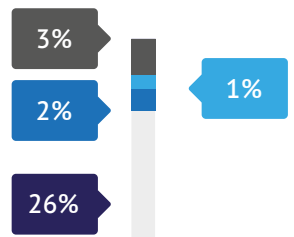
Whilst threats such as cyber-crime, terrorism and organised crime are a national priority, there is also more that can be done at a local level to help communities protect themselves from harm.

Sound Money

Our Financial Context

Budget breakdown per organisation.

A medium term financial plan is regularly reviewed and gives an indication of future budgets for the Chief Officers to work to.



Police

- Police Officers, PCSOs and Staff
- Non-Pay & Support Services
- Capital Financing
- Office of the PFCC
- Delivery and Commissioning

68%

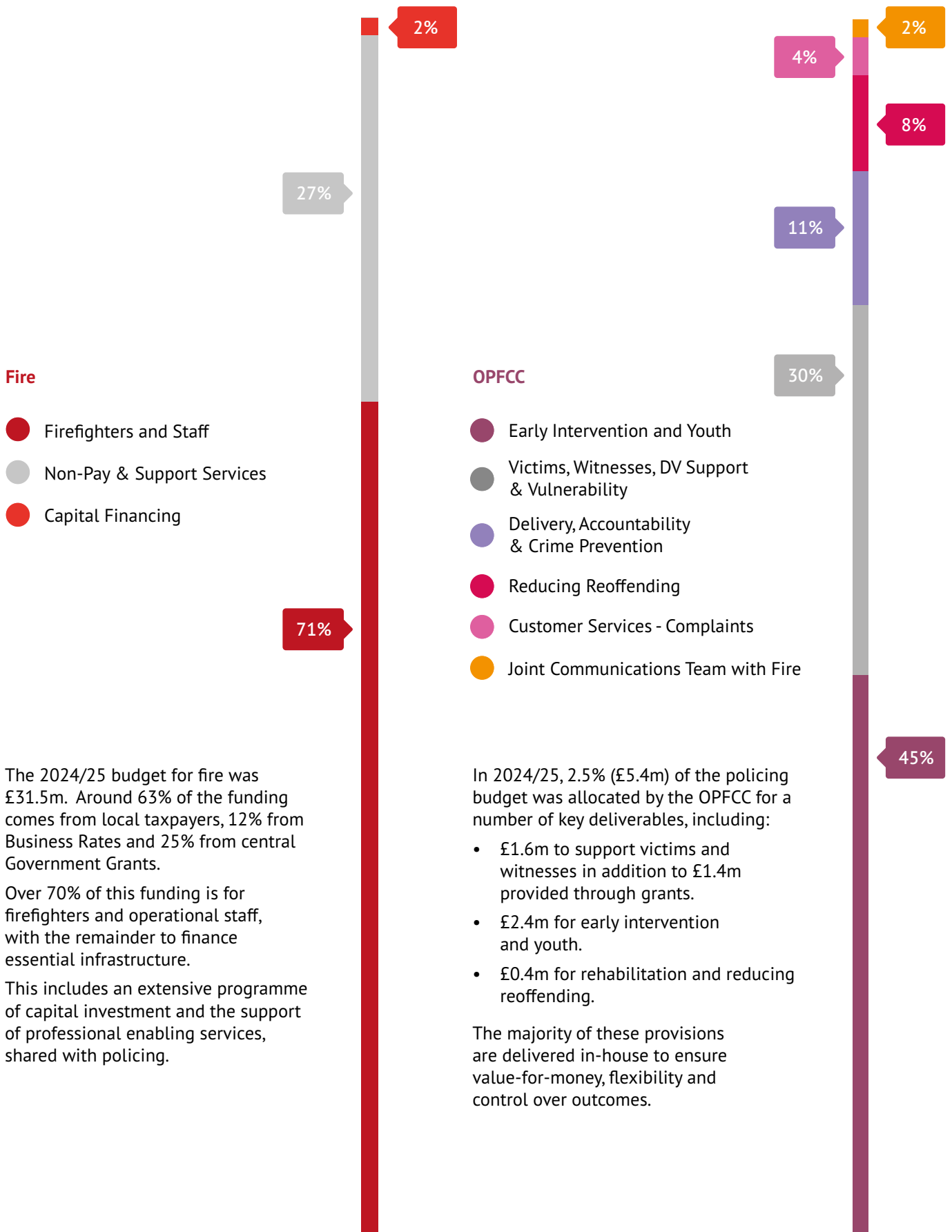
The 2024/25 budget for policing was £183.0m. Around 44% of the funding comes from local taxpayers and 56% from central government grants.

96.8% of this funding is allocated to support operational policing delivery and to finance the costs of essential, operational capital investment.

2.5% of funding is allocated to commission and deliver services which work towards reducing demand, support victims and make Northamptonshire safer.

Just 0.7% is allocated to meet the costs of the Office of the Police, Fire and Crime Commissioner.

“ Everything we do must make communities and victims safer and be ethically and financially sound.



Sound Management Delivering the Plan

To deliver this ambitious plan, my office, the services I oversee, and partner agencies need to be clear on the mission. Next we will develop the individual, detailed plans, strategies and resources needed to achieve the mission. Plans for fire, for policing, for prevention, for justice, and for victims. These plans will also be the means by which the Chief Constable and Chief Fire Officer will be held to account for delivery.

Everything we do must make communities and victims safer and be ethically and financially sound. We will consider all our plans against four key principles or tests:

Safer communities

Confident, engaged and protected

Safer victims

The heart of a stronger public safety system

Sound leadership

High standards and quality services

Sound money management

Innovation, efficiency and social value

The action plan shows how the three missions will translate into outcomes and actions that will make a difference in our communities.

Behind this outline plan we have a suite of performance indicators that will be used to track progress towards each outcome and against which operational leaders and my services will be held to account.



Visible, Accessible Community services

Outcome

Public confidence

Local police and fire teams will be well resourced, and well engaged in each community

Action

- Ensure strong focus and resourcing for local policing, including maximising the benefit of the Government's new Neighbourhood Policing Guarantee in terms of the number of police officers, PCSOs and Special Constables.
- Increase visibility and public accessibility, including at police, fire and partner premises. Explore innovative methods of public contact to ensure accessibility to all communities.
- Ensure local policing and fire teams engage communities and respond to their needs.
- Increase volunteering and community engagement opportunities and uptake across policing, fire and justice.

Outcome

Safer places

Identifying and protecting the most vulnerable and tackling neighbourhood crime

Action

- Putting prevention first across emergency services and partner agencies. Sharing our data to identify and support the most vulnerable, prioritising women's safety.
- Develop a countywide partnership youth strategy, along with a plan to access Young Futures funding.
- Ensure resourcing and oversight is in place to deliver against police and fire operational plans.

 **Professionalism and standards**

High standards

Ensuring high quality service, including on culture, investigations, and service for victims

- Hold the Chief Constable to account for the delivery of the operational policing plan, including increasing arrest and charge rates in key areas.
- Hold the Chief Fire Officer to account for the delivery of the operational fire plan and the Your Future Service strategy.
- Improve HMICFRS inspection ratings, including on culture for both services and on investigation in policing.
- Focus on high quality customer service across public safety with high quality victim and witness support services.

Ethical leadership

Rebuilding public trust and confidence

- Hold the Chief Constable to account for reform, including delivering against the Angiolini Inquiry and vetting review.
- Hold the Chief Fire Officer to account for reform, including delivering against the Grenfell Inquiry and Serving with Pride plan.
- Recruit and retain a skilled, representative police and fire workforce.
- Build social value into all commissioning and purchasing.

 **Strong Partnerships**

Working together

Putting partnership working at the heart of all we do

- Explore the potential for a new Public Safety Board at county level, drawing together strategic oversight of public safety work including community safety, youth justice, criminal justice, serious violence and safeguarding.
- Convene partners to develop a countywide approach to halving violence against women and knife crime in a decade, building on serious violence partnership work led by the PFCC.
- Invest in partnerships and interventions that reduce the risk of people being seriously injured or killed on our roads.
- Deliver on the emergency services' duty to collaborate, and explore deeper partnerships between police and fire and with health and other partners.

Criminal Justice

Contributing to a strong, collaborative and innovative Criminal Justice System

- Develop a new criminal justice plan centred on improving services for victims and witnesses and linked plans for reducing reoffending and female offenders.
- Explore the greater application of problem-solving courts to tackle the root causes of offending.
- Develop a joint campaign for the shared challenge of recruitment and retention across our local justice system.
- Make the case to government for further devolution of criminal justice powers and oversight to local Police and Crime Commissioners.

My public safety plan



Keep Northamptonshire
safe and sound



Contact the Police, Fire and Crime Commissioner

Call: 01604 888113

Email: commissioner@northantspfcc.gov.uk

Write: Darby House, Darby Close, Park Farm Industrial Estate,
Wellingborough, NN8 6GS

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POLICE, FIRE & CRIME
COMMISSIONER

Safe and Sound

The Public Safety Plan
for Northamptonshire