

Northamptonshire Police, Fire and Crime Panel

A meeting of the Northamptonshire Police, Fire and Crime Panel will be held in the Maybin Room, One Angel Square, Angel Street, Northampton NN1 1ED on Thursday 20 April 2023 at 1.00pm

Agenda

1.	Apologies for Absence and Notification of Substitute Members
2.	Notification of requests from members of the public to address the meeting Any requests to speak on an item on the agenda should be notified to the Chair (c/o the Committee Manager) by 12 noon two working days before the date of the meeting.
3.	Declarations of Interest Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.
4.	Chair's Announcements To receive communications from the Chair.
5.	Minutes To confirm the minutes of previous Panel meetings
a)	Minutes of the Confirmation Hearing held in public on 11 January 2023 (Pages 5 - 14)
b)	Minutes of the Confirmation Hearing held in private on 11 January 2023 (Pages 15 - 18)
c)	Minutes of the Panel meeting held in public on 2 February 2023 (Pages 19 - 28)
d)	Minutes of the Confirmation Hearing held in public on 2 February 2023 (Pages 29 - 36)

e)	Minutes of the Confirmation Hearing held in private on 2 February 2023 (Pages 37 - 38)
SCRUTINY OF THE POLICE, FIRE AND CRIME COMMISSIONER	
6.	Northamptonshire response to recommendations from the HMICFRS inspection of vetting, misconduct, and misogyny in the police service (Pages 39 - 42) Guide time: 1.15 – 1.45pm
7.	Police, Fire and Crime Commissioner's Estates Strategy Update (Pages 43 - 46) Guide time: 1.45 – 2.15pm
8.	Police, Fire and Crime Plan Delivery Update (Pages 47 - 86) Guide time: 2.15 – 2.45pm
9.	Fire and Rescue Authority Finance Update (Pages 87 - 94) Guide time: 2.45 – 3.00pm
10.	Policing Finance Update (Pages 95 - 102) Guide time: 3.00 – 3.15pm
PANEL OPERATION AND DEVELOPMENT	
11.	Police, Fire and Crime Panel Work Programme (Pages 103 - 112) Guide time: 3.15 – 3.45pm
12.	Complaints and Conduct Matters Update (Pages 113 - 118) Guide time: 3.45 – 4.00pm
13.	Urgent Business The Chair to advise whether they have agreed to any items of urgent business being admitted to the agenda.
14.	Exclusion of Press and Public In respect of the following items the Chair may move the resolution set out below, on the grounds that if the public were present it would be likely that exempt information (information regarded as private for the purposes of the Local Government Act 1972) would be disclosed to them: The Panel is requested to resolve: "That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that if the public were present it would be likely that exempt information under Part 1 of Schedule 12A to the Act of the descriptions against each item would be disclosed to them."

Catherine Whitehead
Proper Officer
12 April 2023

Northamptonshire Police, Fire and Crime Panel Members:

Councillor Gill Mercer (Chair)	Councillor Andre Gonzalez De Savage (Vice-Chair)
Councillor Adam Brown	Councillor Jon-Paul Carr
Councillor Dorothy Maxwell	Councillor Zoe McGhee
Councillor Russell Roberts	Councillor Ken Pritchard
Councillor David Smith	Councillor Winston Strachan
Mrs Anita Shields	Miss Pauline Woodhouse

Information about this Agenda

Apologies for Absence

Apologies for absence and the appointment of substitute Members should be notified to democraticservices@westnorthants.gov.uk prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 3 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare that fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

If a continuous fire alarm sounds you must evacuate the building via the nearest available fire exit. Members and visitors should proceed to the assembly area as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

If you have any queries about this agenda please contact James Edmunds, Democratic Services, via the following:

Tel: 07500 605276

Email: democraticservices@westnorthants.gov.uk

Or by writing to:

West Northamptonshire Council
One Angel Square
Angel Street
Northampton
NN1 1ED

Northamptonshire Police, Fire and Crime Panel

Minutes of a meeting of the Northamptonshire Police, Fire and Crime Panel held at the Great Hall, The Guildhall, St Giles Street, Northampton NN1 1DE on Wednesday 11 January 2023 at 1.00 pm.

Present:

Councillor Gill Mercer (Chair)
Councillor Andre Gonzalez De Savage (Vice-Chair)
Councillor Adam Brown
Councillor Dorothy Maxwell
Councillor Russell Roberts
Councillor Ken Pritchard
Councillor David Smith
Councillor Winston Strachan
Mrs Anita Shields
Miss Pauline Woodhouse

Substitute Members:

Councillor Ian Jelley
Councillor Anne Lee

Apologies for Absence:

Councillor Jon-Paul Carr
Councillor Zoe McGhee

Also in Attendance:

Stephen Mold, Northamptonshire Police, Fire and Crime Commissioner
Nick Adderley, proposed candidate for appointment as the Chief Constable of Northamptonshire Police
Nicci Marzec, Director for Early Intervention, Head of Paid Service and Monitoring Officer, Office of the Police, Fire and Crime Commissioner
Deborah Denton, Joint Head of Communications, Office of the Police, Fire and Crime Commissioner
Coleen Rattigan, Chief of Staff, Northamptonshire Police
Stuart McCartney, Governance and Accountability Manager, Office of the Police, Fire and Crime Commissioner
Richard Edmondson, Head of Corporate Communications, Northamptonshire Police
James Averill, Communications Officer, Office of the Police, Fire and Crime Commissioner
Sam Dobbs, Chair, Northamptonshire Police Federation
James Edmunds, Democratic Services Assistant Manager, West Northamptonshire Council
Diana Davies, Democratic Services Officer, West Northamptonshire Council

There was also one member of the public in attendance.

107. **Apologies for Absence and Notification of Substitute Members**

Apologies for non-attendance were received from Councillors Carr and McGhee. Councillor Jelley substituted for Councillor Carr and Councillor Lee substituted for Councillor McGhee.

108. **Notification of requests from members of the public to address the meeting**

None received.

109. **Declarations of Interest**

None declared.

110. **Chair's Announcements**

The Chair advised Panel Members that the Police, Fire and Crime Panel Budget and Precept Workshop had been organised to take place on 17 January 2023.

111. **Proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Constable**

The Chair welcomed Mr Nick Adderley to the meeting and Panel members introduced themselves.

The Democratic Services Assistant Manager presented the report on the confirmation hearing procedure and outlined the purpose, format and possible outcomes from this function, highlighting the following points:

- The Panel was required to review and make a report on the proposed appointment of a Chief Constable by the Police, Fire and Crime Commissioner (PFCC) as one its statutory functions.
- The Panel was required to hold a public confirmation hearing to put questions to the candidate. Guidance recommended that these questions should focus on the areas of the candidate's professional competence and personal independence.
- The confirmation hearing was not intended to repeat the recruitment process carried out by the PFCC to identify the candidate but served more as a safeguard in the overall process.
- The Panel had the power to recommend that a candidate not be appointed, and to veto a proposed appointment if this was agreed by two-thirds of Panel members. Both of these resolutions were significant decisions that should not be made lightly.
- The Panel's report resulting from the confirmation hearing would be sent to the PFCC by the end of the following day and published in liaison with the Office of the PFCC (OPFCC).

The Chair invited Panel members to raise any questions regarding the confirmation hearing process. There were none.

The Chair invited the PFCC to introduce Mr Adderley as his proposed appointment to the role of Chief Constable of Northamptonshire Police and to comment on the background to the proposed appointment. The PFCC made the following points:

- Mr Adderley had been appointed as the Chief Constable in 2018 on a five-year contract, which was due to end in summer 2023.
- As PFCC he believed that it was in the best interests of Northamptonshire for Mr Adderley to continue in the role. Mr Adderley had provided effective leadership that had contributed to the development of Northamptonshire Police and perceptible improvements in its performance during his tenure.
- He proposed to offer Mr Adderley a further contract for two and a half years with an option to extend beyond this point by mutual agreement.
- The current pension scheme for police officers could result in a detrimental financial impact for senior officers when they had exceeded their lifetime contributions. There was a precedent for police officers being able to retire and be re-employed in order to abate their pension. The appointment proposed by the PFCC would involve Mr Adderley technically retiring for a short period. The OPFCC had received legal advice confirming that this approach could be taken. The National Police Chiefs Council and the Chief Police Officers' Staff Association were also supportive of this approach.
- Mr Adderley was the right person to lead Northamptonshire Police through its continuing improvement journey. Mr Adderley had clear plans to make further progress and it was important to maintain momentum.
- Mr Adderley's original appointment had resulted from a rigorous selection process over two days during which he had been the outstanding candidate. Mr Adderley's drive, passion and motivation inspired others and police officers, staff and partners had provided feedback about the difference he had made during his tenure.
- The Panel had the responsibility of reviewing the proposed appointment and he was sure that it would do so with the appropriate rigour.

The Panel considered the terms of the appointment proposed by the PFCC and members made the following points during the course of discussion:

- Further information was sought about the rationale for offering a fixed term contract of only two and a half years and for the salary point within the scale that was being proposed, in the interests of retaining the candidate in future should they be appointed.
- It was questioned whether there would be an adverse financial effect from the need to recruit an interim Chief Constable to cover the break in Mr Adderley's service involved in the proposed appointment.

The PFCC made the following points:

- The salary for the Chief Constable was public information. He was seeking to be open about the proposed appointment as it involved an innovative action.
- The two and a half year contract proposed was a pragmatic approach intended to reflect that Mr Adderley would need to see how he felt at that point and there

would also be a PFCC election in the meantime. There was an option to extend the contract.

- The appointment of an interim Chief Constable would not have a significant additional cost.

The Panel then asked Mr Adderley a series of questions relating to his professional competence and personal independence.

Mr Adderley was asked what his motivation was for continuing in the role of Chief Constable of Northamptonshire Police beyond his original five-year appointment. Mr Adderley made the following points:

- When he originally became Chief Constable he had committed to making Northamptonshire one of the safest counties in the country. This also required the commitment of the PFCC, police officers and staff.
- His plans for the first years of his tenure had focussed on changing culture in order to embed effectiveness in the force.
- The extended term now proposed would enable him to see through decisions made since 2018, embed new approaches within the force and be held to account by the PFCC and the public for the progress that had been made. The force would be left in a stronger position for his eventual successor.
- His motivation for continuing in the role was about the satisfaction of achieving objectives and seeing through the job that he had started.

Mr Adderley was asked what he saw as the main challenges facing Northamptonshire Police now and in the near future and what he would take from his previous experience to enable him to address those challenges effectively. Mr Adderley made the following points:

- The Police Pay and Morale Survey published that day showed the significant issues in these areas, which also affected Northamptonshire Police. A better national pay award could help to improve this situation. However, local action to support morale also needed to be taken.
- Part of his own approach as Chief Constable was that people were key to effectiveness. Providing a clear plan, ambition and objectives were crucial to keeping staff members buoyant and focussed. There should also be appropriate reward, recognition and support for staff members. The investment of £600K in occupational health in Northamptonshire was one example of local action in this regard.
- There were currently challenges around retention in policing and the impact of the national uplift in police officer numbers was not yet known. High attrition rates were being seen. Shaping an organisation to have a healthy culture and give staff members a sense of belonging should be at the centre of the response to this challenge.
- The current trajectory of crime projected a stabilisation over the next three years. There was an onus on Northamptonshire Police to ensure that investigations were as effective as possible. It faced a challenge here in that the force had a

young workforce. It was seeking to address this, for example, by working with local educational establishments to develop individuals' capabilities quickly.

- Plans were in place to address all of these areas. The challenge was to deliver them.

Mr Adderley was asked how, as Chief Constable, he would seek to ensure that Northamptonshire Police continued to improve its performance towards achieving 'good' ratings in the areas inspected by HMICFRS and what assurances he could give that these improvements would materialise by the next HMICFRS inspection. Mr Adderley made the following points:

- HMICFRS was due to inspect Northamptonshire Police in 2023. It would carry out data collection in the next few months to produce a report in February 2024.
- The independent assurance provided by HMICFRS was important. However, the Chief Constable needed to ensure that Northamptonshire residents received a good service in line with the PFCC's strategic plans and expectations whilst also monitoring the areas scrutinised by HMICFRS. As Chief Constable he was not prepared to take a box ticking approach to managing performance.
- A new system had been put in place to ensure that work by the force complied with the strategic direction, incorporated best practice, and was documented and audited. This was supported by new staff capacity including a Head of Strategy and Innovation and a team focussed on force performance.
- A local assessment had been carried out against the 10 questions that would be asked by HMICFRS. He believed that if Northamptonshire Police was inspected now it would achieve a 'good' rating.

Mr Adderley was asked what he saw as the key factors in enabling Northamptonshire Police to operate as effectively as possible in a demanding financial environment and how he would seek to address them. Mr Adderley made the following points:

- In 2019 HMICFRS had acknowledged that Northamptonshire Police was structurally underfunded. However, the force still needed to ensure that it used public money as effectively as possible, particularly in challenging financial times.
- Processes and procedures needed to be effective to get things right first time and avoid the additional cost and loss of trust and confidence that could result, for example, from redoing investigations. The force also needed to assess its activity and where necessary challenge partners about functions they should be delivering: 34% of current demand on the force related to issues connected with mental health needs. The force was currently using the 'Right Care Right Person' model to address these challenges. Members of the public also needed to be educated and directed to the best service to meet their needs.
- Prevention was better than responding to crime. He was working on a plan with the PFCC to move more officers into neighbourhood policing, which would increase focus on crime prevention and early intervention. Safer neighbourhoods should then reduce demand on response policing.

Mr Adderley was asked how, as Chief Constable, he would seek to ensure that Northamptonshire Police inspired the highest possible levels of trust and confidence amongst members of the public, reflecting the national concerns about policing in the

UK that have arisen from the murder of Sarah Everard and other recent cases. Mr Adderley made the following points:

- The murder of Sarah Everard and other cases involving appalling behaviour by police officers were writ large in the minds of all officers.
- Police forces and national recruitment campaigns should seek to attract the right people into policing by emphasising the seriousness and professionalism required rather than glamorising the role.
- Vetting prior to the offer of employment needed to be effective. This had been the subject of work in Northamptonshire with investment in vetting and the Professional Standards function. The current high attrition rate for police officers in Northamptonshire reflected that the force was actively assessing its work force and removing individuals who should not be in the role.
- Police regulations should be reviewed and amended where necessary to make it more straightforward to remove individuals who were not suitable. The PFCC was pushing for this at national level.
- Locally, he had made it clear to Northamptonshire Police officers that everything they were seen to do by members of the public affected perceptions of the force. Police officers were encouraged to hold themselves to account and to set high standards. The force also needed to improve communication and information sharing with the public.

Mr Adderley was asked how, as the operational leader of Northamptonshire Police, he would work to deliver the aim set out in the PFCC's Police, Fire and Crime Plan 2021-26 that the force and Northamptonshire Fire and Rescue Service (NFRS) should collaborate in the community wherever it made sense to do so in the interests of community safety. Mr Adderley was also asked how the force could support collaboration and engagement with young people. Mr Adderley made the following points:

- He fully supported public service collaboration whenever it would result in members of the public feeling safer.
- Collaboration between the police and Fire and Rescue services needed to recognise their respective statutory duties. He had experience of this as the national lead for police and fire collaboration.
- However, organisations should also not be hidebound about who was responsible for particular tasks. They should be open about what needed to be done in a situation and how best to do it. The Joint Operations Team, use of drones, work on searching for missing people and responding to flooding were good examples of applying this approach in Northamptonshire.
- Collaboration needed to be embedded so that it was not reliant on good personal relationships. This had been achieved between Northamptonshire Police and NFRS.
- The Emergency Services Cadets scheme was a good example of positive engagement with young people that also involved different organisations working together.

Mr Adderley was asked what key principles he would apply when working with the PFCC to reflect that the PFCC and the Chief Constable had distinct responsibilities but must also work well as a team in the interests of Northamptonshire. Mr Adderley made the following points:

- The Policing Protocol and other relevant legislation clearly set out the respective roles of the Police and Crime commissioner and the chief constable to ensure that there was not a political involvement in operational policing. In practice, the PFCC and the Chief Constable did not work in such a binary way and needed to have a common purpose and shared objectives.
- He had this situation with the PFCC. They had been able to maintain an effective working relationship that allowed space to discuss different views of an issue and reach a compromise where necessary. If he was appointed as the Chief Constable this existing working relationship would be beneficial.

Mr Adderley was asked what approach he would take as Chief Constable to involving Northamptonshire Police officers and staff members in the force's continued development as an organisation and in its response to future requirements and challenges so that personnel felt engaged in that process. Mr Adderley was also asked how he would seek to support community safety in villages in the county. Mr Adderley made the following points:

- The force should seek to demystify policing and remove barriers that affected public understanding of its work. Sharing information and working well with stakeholders contributed to delivering successful outcomes. The force would be able to do more in this direction after activities had been interrupted during the COVID-19 pandemic.
- Relationships were key to policing.
- Investment in neighbourhood policing would result in increased visibility and more direct contact with members of the public, including in villages. This would be supported by other initiatives: for example, Northamptonshire Police would be the first force in the country to deploy officers on hybrid trikes rather than police cars.
- If he was able to implement plans for neighbourhood policing effectively it would increase capacity in this area without affecting response policing.

Mr Adderley was asked what initiative he had personally introduced during his term in office as Chief Constable that had been most successful at improving the wellbeing of Northamptonshire residents and that had given him the most satisfaction in its implementation. Mr Adderley made the following points:

- It would be arrogant to try to give a definitive answer but he would speak from his own perspective.
- During his tenure, Northamptonshire Police had implemented a new geographical policing model that provided members of the public with a specific police officer as a point of contact for each case.
- Increasing neighbourhood policing improved visibility and accessibility. The force had adopted specific targets for visibility that have been met consistently. If appointed he would look to continue to increase capacity within the county.

- There had been significant investment in technology, which would enhance the force's ability to analyse performance and identify developing crime trends and issues.
- Northamptonshire was one of the best performing forces in the country on burglary and had been visiting all victims of burglary for years before other forces had adopted this approach.

Mr Adderley was asked what he would most like to achieve in the next two and a half years if he was appointed as Chief Constable. Mr Adderley made the following points:

- Northamptonshire Police was the only force in the country to have seen a reduction in crime over the past 12 months. This was a phenomenal achievement in context. The task now was to maintain this performance without knowing what unexpected challenges may arise in the future.
- Northamptonshire Police should seek to achieve 'good' ratings in all HMICFRS inspection areas.
- Northamptonshire Police was one of the leading forces nationally in relation to attracting police officers. This was a demonstration of a good organisational culture. The force needed to continue this trajectory.
- Members of the public should feel that they were well-served by the force and that it provided value for money and a professional service when contacted.
- If these outcomes were achieved then strong performance should result.

Mr Adderley was asked to comment on action being taken in Northamptonshire to address cyber-crime. Mr Adderley made the following points:

- Cyber-crime was a growth area and he believed that policing nationally was lagging behind the capacity of organised crime groups.
- Investing in technology and staff development was expensive and involved the challenge of competing with more attractive offers available in the private sector. This did not deter the aim of finding a solution. The force was involved in discussion at regional level about how to make best use of resources to address this issue, for example by identifying where functions did not need to be carried out by warranted police officers.
- Work by the force with the University of Northampton on the officer of the future included looking at how young people with relevant IT skills could be given opportunities to contribute to policing.

Mr Adderley was asked to comment on whether more work could be done in Northamptonshire, particularly together with schools, to address and prevent anti-social behaviour by young people. Mr Adderley made the following points:

- This was fundamentally a question about how individuals' values and moral compass were set by society as a whole. The police could play a part in this process, for example, by being seen as role models but it was not their role to educate people during their formative years.

- Law enforcement should be carried out in a way that would not prejudice a young person's future unnecessarily but that should also recognise where there was no room for compromise.

The Chair invited Mr Adderley to raise any questions that he wished to ask the Panel or further comments that he wished to make. Mr Adderley had no questions and commented that it had been a privilege to serve as the Chief Constable of Northamptonshire Police and that he hoped to be able to continue to do so. However, if his view of his time in the role was not shared by others he would accept this and would offer his support to anyone who was better placed to achieve the outcome of making Northamptonshire a safer county.

112. **Urgent Business**

There was none.

113. **Exclusion of Press and Public**

The Chair requested the Panel to agree that the remainder of the meeting be held in private session.

RESOLVED that: under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that if the public and press were present it would be likely that exempt information under Part 1 Paragraph 1 of Schedule 12A to the Act would be disclosed to them.

The remainder of the meeting took place in private session.

114. **Report and recommendation to the Police, Fire and Crime Commissioner for Northamptonshire on the proposed appointment of a Chief Constable**

The Panel considered its report and recommendation on the proposed appointment.

At the conclusion of discussion the Chair invited the Panel to reach a resolution on the proposed appointment.

RESOLVED that:

- a) **The Northamptonshire Police, Fire and Crime Panel recommends that the Police, Fire and Crime Commissioner for Northamptonshire appoints Mr Nick Adderley as the Chief Constable of Northamptonshire Police.**
- b) **The Northamptonshire Police, Fire and Crime Panel recommends that the Police, Fire and Crime Commissioner for Northamptonshire considers the contract length and terms for the appointment of Mr Nick Adderley to ensure that these best support the aim of retaining an excellent Chief Constable in Northamptonshire for as long as possible.**

The meeting closed at 2.50 pm

Chair: _____

Date: _____

Document is Restricted

This page is intentionally left blank

Northamptonshire Police, Fire and Crime Panel

Minutes of a meeting of the Northamptonshire Police, Fire and Crime Panel held at the Great Hall, The Guildhall, St Giles Street, Northampton NN1 1DE on Thursday 2 February 2023 at 1.00 pm.

Present:

Councillor Gill Mercer (Chair)
 Councillor Andre Gonzalez De Savage (Vice-Chair)
 Councillor Jon-Paul Carr
 Councillor Dorothy Maxwell
 Councillor David Smith
 Councillor Winston Strachan
 Mrs Anita Shields
 Miss Pauline Woodhouse

Substitute Members:

Councillor Greg Lunn

Councillor Zoe McGhee attended remotely for part of the meeting but was not formally present.

Apologies for Absence:

Councillor Adam Brown
 Councillor Russell Roberts
 Councillor Ken Pritchard
 Councillor Zoe McGhee

Also in attendance:

Stephen Mold, Northamptonshire Police Fire and Crime Commissioner
 Helen King, Chief Finance Officer, Office of the Police, Fire and Crime Commissioner
 Nicci Marzec, Director for Early Intervention, Head of Paid Services and Monitoring Officer, Office of the Police, Fire and Crime Commissioner
 Deborah Denton, Joint Head of Communications, Office of the Police, Fire and Crime Commissioner
 Stuart McCartney, Governance and Accountability Manager, Office of the Police, Fire and Crime Commissioner
 Mark Jones, Chief Fire Officer, Northamptonshire Fire and Rescue Service
 James Edmunds, Democratic Services Assistant Manager, West Northamptonshire Council
 Diana Davies, Democratic Services Officer, West Northamptonshire Council

115. Apologies for Absence and Notification of Substitute Members

Apologies for non-attendance were received from Councillors Brown, McGhee, Pritchard and Roberts and from substitute members Councillors Irwin, Jelley and Lee. Councillor Lunn substituted for Councillor Brown.

116. **Notification of requests from members of the public to address the meeting**

None received.

117. **Declarations of Interest**

None declared.

118. **Chair's Announcements**

The Chair welcomed all those present to the meeting. The Chair noted that the current meeting would be followed by a confirmation hearing and therefore encouraged members to focus their contributions to discussion.

119. **Minutes**

RESOLVED that: the minutes of the Police, Fire and Crime Panel meeting held on 1 December 2022 be approved.

120. **Police, Fire and Crime Commissioner's proposed Police Precept for 2023/24**

The PFCC presented the proposed Police precept and budget, which were based on an increase in the precept of £15 per year for Band D Council Tax. The PFCC highlighted the following points:

- The proposal reflected the challenge of providing an efficient and effective police force in the context of current financial pressures and the effect of an unfair national funding formula for policing.
- He was acutely aware that increasing the precept would add to demands on local taxpayers and it was therefore essential that his final decision was well-informed.
- The Office of the Police, Fire and Crime Commissioner (OPFCC) had carried out a far-reaching public consultation on the precept, which had received a better response than in the previous year. Over 51 per cent of residents who responded said that they were prepared to pay £15 or more for policing, which was higher than in the previous year.
- The proposed precept would enable continuing progress without having an undue financial impact on residents.
- The budget for 2023/24 would support a baseline establishment of 1,500 police officers, which was the highest number ever in Northamptonshire and included a significant number of officers allocated to neighbourhood policing.
- The budget for 2023/24 provided for further investment in key areas of operational and commissioned activity. It also maintained the commitment that OPFCC staffing costs would be kept below 1 per cent of the policing budget.
- The proposed precept and budget formed part of a robust Medium Term Financial Plan (MTFP) that provided for further investment and contingencies over the next three years.

- The national funding formula had not been updated for 10 years and central government funding for Northamptonshire did not take account of population growth. He would continue to make the case for change and encouraged all local elected representatives to work together on this matter.
- In the meantime, he considered that the proposed precept for 2023/24 represented the best deal for Northamptonshire, which would maintain investment in police officers, maintain an adequate level of reserves and safeguard policing services in the county.

The Panel considered the proposed Police precept.

The Panel scrutinised how the proposed Police precept and budget supported the PFCC's priority to provide an efficient and effective police response in Northamptonshire. The PFCC was challenged in particular about whether there was scope to increase investment in police officers or equipment above the level proposed. The PFCC made the following points:

- He had already made the commitment to have 1,500 officers in Northamptonshire by March 2023 and would sustain this number.
- There was currently significant economy uncertainty, with an increase in interest rates earlier that day. It was not practical in this context to make a further commitment to have a specific number of police officers at a future date.
- Northamptonshire Police had made good progress delivering its share of the national uplift in police officers, to the point where it had received additional government funding. However, the force was also likely to have a relatively young workforce until the end of the 2020s.
- He had been clear to Northamptonshire residents about his priorities concerning officer numbers and the development of neighbourhood policing, as well as related matters such as improving workforce support for serving officers.

The Panel questioned the PFCC about his case that Northamptonshire was treated unfairly by the national funding formula and members made the following points:

- The report indicated how government funding for Northamptonshire compared unfavourably to that received by some other areas in the East Midlands.
- The PFCC had been making this case for some years and it was questioned whether any change was likely to be forthcoming.
- The government might consider that an increasing number of taxpayers in Northamptonshire was already generating additional resources.

The PFCC made the following points:

- The government had committed to reviewing the national funding formula before the end of the current parliament. The key question was what measures a new funding formula would use to allocate resources in addition to local population.
- A new funding formula should not penalise force areas that were performing well or produce unintended consequences in relation to functions such as crime recording.

- He was confident in the basis for his case that the existing funding formula disproportionately disadvantaged the county compared to other force areas. Northamptonshire would receive £40m more for policing if it was funded at the same level per-head as Nottinghamshire, which received additional resources as a legacy of previous issues.

The Panel sought reassurance about the PFCC's level of confidence that the planned establishment of police officers could be maintained given current pressures on retention in policing and the need for effective vetting to ensure that suitable people were recruited. The PFCC made the following points:

- Recruitment and retention was less of an issue for Northamptonshire Police now than at previous times when it had been affected by the benefits that the Metropolitan Police offered to new recruits. Recruitment was monitored effectively.
- Previous investment in vetting meant that Northamptonshire was in a better position than some other force areas and was already using approaches that were now being recommended nationally.
- He was generally confident in the position in Northamptonshire without being complacent.

Panel members made the following points during the course of discussion:

- Public services were now delivered in collaboration with a range of voluntary and community sector (VCS) organisations. This was not mentioned in the report. It was questioned how the proposed budget supported VCS organisations that contributed to community safety activity in the county.
- Reassurance was sought about the robustness of the key assumptions on future pay policy and pension costs informing the MTFP.
- The Panel needed to have more information about the demographic breakdown of responses to consultation on the proposed precept and budget to give confidence that hard-to-reach groups or areas had been engaged.
- The PFCC should commit to a recruitment drive for Police Community Support Officers (PCSOs) in addition to recruiting police officers.
- The PFCC should seek to do more to deal with crime and antisocial behaviour by young people, including improving engagement with them by Northamptonshire Police.
- The PFCC should ensure that he invested sufficiently in Information Technology, including by maximising the use of civilian personnel for roles that did not require police officers.
- Further information was sought about take up of the Flare app for members of the public to report areas or behaviours that caused them to feel unsafe and whether the app would be funded on a permanent basis, as it had been well-received in the local community.

The PFCC made the following additional points:

- He commended the efforts of all VCS partners working on community safety. The OPFCC offered financial support to VCS groups through grant funding schemes, which provided funding for specific projects rather than core operating costs.
- Other statutory organisations needed to make an appropriate contribution to community safety activity alongside the OPFCC. He would seek a discussion with relevant partners about the extent to which the OPFCC was currently funding local Sunflower services.
- He was committed to recruiting additional PCSOs. Previous concern about progress with recruitment of PCSOs had led him to establish an earmarked reserve to retain any in-year underspends on the PCSO budget for neighbourhood policing and related activities. This had encouraged recruitment.
- There was already a significant amount of community safety activity focussed on young people in the county, including work by the OPFCC Youth Team and Adverse Childhood Experiences Team and the My Pink Trainers film on road safety. Neighbourhood policing would assist in addressing issues more generally.
- Local authorities were responsible for dealing with anti-social behaviour. All partners needed to work together more effectively on this matter. Northamptonshire Police was looking at the 'Right Care Right Person' model used by Humberside Police that was designed to provide the best response to people contacting the police who actually needed support for health or care needs.
- The Capital Programme included a relatively high level of investment in ICT. Work in this area included considering opportunities to make use of innovative technology such as artificial intelligence and drones. However, there was also scope for Northamptonshire Police to improve its cost-effectiveness by decommissioning old systems that had been retained because they held data that might still be needed in the future.
- The OPFCC commissioning and delivery budgets for 2023/24 included £80K funding for an IPSOS Mori public consultation exercise intended to inform the OPFCC about perceptions of community safety in Northamptonshire, particularly amongst women. He could present the outcomes of this work to the Panel at a future meeting.
- He was committed to maintaining the operation of the Flare app, which was providing useful intelligence.

The Chief Finance Officer provided additional information in response to points raised by members during the course of discussion as follows:

- The PFCC's share of the Council Tax Collection Fund surplus was a one-off sum and was being used to replenish reserves after an equivalent sum had been taken out to support the 2023/24 budget. This was the first surplus on the Collection Fund for some years due to the effect of the COVID-19 pandemic. The OPFCC was working with local authorities to identify if further surpluses were likely in future and so could be built into the base budget.

- Assumptions concerning police pay had been informed by benchmarking and by extensive discussion amongst all Police and Crime commissioners and chief finance officers. The MTFP included prudent estimates for pay increases at an average of 2 per cent, which was the Home Office assumption. However, as this was felt to be low the 2023/24 budget also provided for a specific pay inflation contingency of a further 1 per cent.
- The position on pension costs during the period covered by the MTFP would be affected by the outcomes of the next actuarial review of the police pension scheme, which could result in an increased employer contribution rate. The financial implications of this could be significant. The MTFP was modelled on sensible assumptions based on precedents, including that the government would fund 75 per cent of increased costs.
- Responses to consultation on the proposed precept and budget had been analysed whilst consultation was underway to identify any gaps so that the OPFCC could take action to address these: for example, it had worked with North Northamptonshire councillors to boost the number of responses obtained from Corby. The OPFCC would publish a detailed breakdown of consultation responses online before the end of February 2023.

The Chair invited the Panel to agree its conclusions on the proposed Police precept.

RESOLVED that: the Panel supports the Northamptonshire Police, Fire and Crime Commissioner's proposed Police precept for 2023/24.

121. **Police, Fire and Crime Commissioner's proposed Fire Precept for 2023/24**

The PFCC presented the proposed Fire precept and budget, which were based on an increase in the precept of £5 per year for Band D Council Tax. The PFCC highlighted the following points:

- The proposed precept and budget had been produced in challenging economic times, whilst specific issues affecting Northamptonshire Fire and Rescue Service (NFRS) added further complexity.
- He was proud of the work done since 2019 to stabilise and strengthen NFRS's financial position but this was an open-ended process that was also subject to factors outside of his control.
- Northamptonshire remained the second lowest funded Fire and Rescue authority in England and local taxpayers provided 64 per cent of its funding. A fairer national funding formula would reduce the vulnerability resulting from this situation.
- The increase in the precept that he now proposed for 2023/24 equated to 10p per week and was significantly less than the rate of inflation but would make a real difference.
- Around 65 per cent of residents who responded to public consultation had said that they were prepared to pay £5 or more for NFRS and around 65 per cent thought that NFRS was doing a good or excellent job.

- The proposed 2023/24 budget would be over £7m more than the budget for NFRS originally transferred to the PFCC, which represented a revenue budget increase of over 30 per cent since 2018/19. The MTFP still involved the need to make savings but the proposed precept would produce a balanced budget with an appropriate level of reserves and an integrated capital programme.
- He considered that the proposed precept was a fair and affordable one that would deliver a balanced budget over the next three years. It represented the best deal for residents and for the future of a vital service.

The Panel considered the proposed Fire precept.

The Panel questioned the PFCC about whether the proposed precept and budget would enable the recruitment of additional firefighters and the acquisition of new equipment in 2023/24, building on action in the current year. The PFCC made the following points:

- New appliances that had been purchased were being brought into operation. Further attention also needed to be given to making the best use of NFRS buildings, which was an area of work that had been held up by the COVID-19 pandemic.
- NFRS ultimately needed to ensure that it was as fit for purpose as possible. The Chief Fire Officer had been tasked with completing an operational review that had been started by his predecessor. This would look at issues including how NFRS used retained firefighters. The financial environment for Fire and Rescue was very tight, which increased the onus on NFRS to use overall resources to best effect.

The Panel sought reassurance about risks to delivering the proposed budget that could result from prospective industrial action by the Fire Brigades Union (FBU), including the effect on emergency response to fires in residential properties. The PFCC made the following points:

- The form and timing of industrial action by the FBU was still to be confirmed. Intense further discussions about the firefighters pay award were continuing and the FBU did want the national framework to work. Some support from national government could be needed to resolve the current issues.
- The proposed base budget for 2023/24 was built on a funded 5 per cent pay award. He was satisfied that Northamptonshire had been up-front about what it could afford, although he was not saying that firefighters were not worth more.
- Industrial action would result in increased risk. The Chief Fire Officer was producing an operational contingency plan to manage the situation.

Panel members made the following points during the course of discussion:

- The most important resource available to NFRS was its people.
- The Northamptonshire Commissioner Fire and Rescue Authority (NCFRA) had done well to develop the draft budget given that the final local government finance settlement was not yet known.

- It was important for NCFRA to maximise available sources of income. It needed to have a good understanding of resources due to it from Section 106 funding and the Community Infrastructure Levy (CIL).
- The report presented to the Panel indicated the imbalance between the cost of a 1 per cent increase in pay inflation and the additional resources that could be generated by a 1 per cent increase in Band D Council Tax.
- The report highlighted the limited proportion of the resources for NFRS that came from central government funding. This was an issue that should be pursued by the county's elected representatives.
- National government had finite resources to support public services, including Fire and Rescue services.

Councillor McGhee joined the meeting remotely during the preceding discussion. The Chair advised that she had agreed to a specific request from Councillor McGhee for this facility at the current meeting. However, Councillor McGhee was not formally present as she was not in the meeting room.

The Chief Finance Officer provided additional information in response to points raised by members during the course of discussion as follows:

- The reserves held by NCFRA would ideally be larger but did provide a buffer for contingencies.
- The Home Office was open to providing some additional resources to NCFRA to assist with pressures resulting from industrial action, to avoid its financial position degrading again after the recovery achieved since 2019.
- Funding from Section 106 agreements and CIL was a well-managed area. NFRS had transferred to the PFCC with a detailed schedule of expected funding. There was now an excellent officer who worked on securing funding from this source for both NFRS and Northamptonshire Police.
- The Emergency Services Network (ESN) Reserve included in the budget was largely made up of funding from the Home Office. It was anticipated that this would not be sufficient to meet the whole cost of the ESN project and NCFRA would keep pushing for additional resources to reflect this.
- The reduction in Top-Up Grant included in the 2023/24 budget compared to 2022/23 reflected that this grant was linked to business rates retention and information about business rates was not yet available from local authorities. The final position on the grant might be more positive than currently shown.
- NCFRA applied the general principle that any one-off windfalls received were put into the smoothing reserve not the base budget.
- The £899K reduction in the NCFRA staffing budget for 2023/24 compared to 2022/23 was a technical change. The creation of Enabling Services involved all support services being funded through the police budget. A charge to the NCFRA budget appeared in the budget line for Governance and Support Services.
- The level of income included in the MTFP for 2023/24 had gone up compared to 2022/23. Higher interest rates also benefited NCFRA. The estimates for income

for the later years of the MTFP were prudent and all possible action would be taken to maximise income.

- The PFCC and the Chief Finance Officer took every possible opportunity to encourage discussion of Fire and Rescue funding at national level.

The Chair invited the Panel to agree its conclusions on the proposed Fire precept.

RESOLVED that: the Panel supports the Northamptonshire Police, Fire and Crime Commissioner's proposed Fire precept for 2023/24.

122. **Police, Fire and Crime Panel Work Programme**

The Chair introduced the report setting out the latest version of the Panel's work programme for 2022/23 and highlighted the following points:

- There had been some challenges involved in setting up meetings of the Early Intervention Working Group and the aim that it should present its final report to the Panel meeting on 20 April 2023 was now likely to be over-ambitious. The Panel could consider extending the timescale for this work.
- The briefing session on the development of the PFCC's proposed precepts for 2023/24 held on 17 January 2023 had been very good and the Chief Finance Officer was thanked for running this.

Councillor McGhee as Chair of the Early Intervention Working Group endorsed the principle of allowing it additional time, given the need to ensure that it produced a well-informed piece of work.

The Panel considered the report. Panel members were invited to consider the PFCC's earlier offer to present to it the outcomes of the recent IPSOS Mori public consultation exercise on community safety in Northamptonshire.

In response to a point raised during discussion of the PFCC's proposed Police Precept for 2023/24 the Panel was advised that there had been approximately 1,000 downloads of the Flare app and 31 incidents reported through the app to date.

RESOLVED that:

- a) The Panel agrees that the final report by the Early Intervention Working Group could be presented to the Panel in June 2023 to allow additional time for it to carry out its work.**
- b) The Panel requests the Police, Fire and Crime Commissioner to present a report on the outcomes of the recent IPSOS Mori public consultation exercise on community safety in Northamptonshire to the Panel meeting on 20 April 2023.**

123. **Police, Fire and Crime Panel meeting dates 2023/24**

The Chair introduced the report setting out proposed Panel meeting dates for 2023/24, highlighting that they represented a straightforward approach based on previous practice.

The Panel considered the report. A member queried that the proposed schedule did not include a Panel meeting in May 2023. The Chair advised that this reflected the need for the two local authorities to appoint councillor members of the Panel at their annual meetings in May.

RESOLVED that: the Panel agrees the following meeting dates for 2023/24:

- **15 June 2023**
- **7 September 2023**
- **30 November 2023**
- **6 February 2024**
- **20 February 2024 (Reserve)**
- **18 April 2024**

All meetings to start at 1.00pm. All meetings to take place at local authority venues in Northampton.

124. **Urgent Business**

There were no items of urgent business.

The meeting closed at 3.00 pm

Chair: _____

Date: _____

Northamptonshire Police, Fire and Crime Panel

Minutes of a meeting of the Northamptonshire Police, Fire and Crime Panel held at the Great Hall, The Guildhall, St Giles Street, Northampton NN1 1DE on Thursday 2 February 2023 at 3.15 pm.

Present:

Councillor Gill Mercer (Chair)
 Councillor Andre Gonzalez De Savage (Vice-Chair)
 Councillor Jon-Paul Carr
 Councillor Dorothy Maxwell
 Councillor David Smith
 Councillor Winston Strachan
 Mrs Anita Shields
 Miss Pauline Woodhouse

Apologies for Absence:

Councillor Adam Brown
 Councillor Zoe McGhee
 Councillor Russell Roberts
 Councillor Ken Pritchard

Also in attendance:

Stephen Mold, Northamptonshire Police, Fire and Crime Commissioner
 Dr Paul Gibson, proposed candidate for appointment as the Chief Constable of Northamptonshire Police
 Helen King, Chief Finance Officer, Office of the Police, Fire and Crime Commissioner
 Nicci Marzec, Director for Early Intervention, Head of Paid Service and Monitoring Officer, Office of the Police, Fire and Crime Commissioner
 Deborah Denton, Joint Head of Communications, Office of the Police, Fire and Crime Commissioner
 Coleen Rattigan, Chief of Staff, Northamptonshire Police
 Stuart McCartney, Governance and Accountability Manager, Office of the Police, Fire and Crime Commissioner
 Mark Jones, Chief Fire Officer, Northamptonshire Fire and Rescue Service
 James Edmunds, Democratic Services Assistant Manager, West Northamptonshire Council
 Diana Davies, Democratic Services Officer, West Northamptonshire Council

There was also one member of the public in attendance.

125. Apologies for Absence and Notification of Substitute Members

Apologies for non-attendance were received from Councillors Brown, McGhee, Pritchard and Roberts and from substitute members Councillors Irwin, Jelley, Lee and Lunn.

Councillor McGhee attended the meeting remotely but the Panel was advised that she was not formally present as not in the meeting room.

126. **Notification of requests from members of the public to address the meeting**

None received.

127. **Declarations of Interest**

None declared.

128. **Chair's Announcements**

The Chair welcomed Dr Paul Gibson to the meeting and Panel members introduced themselves.

129. **Proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a temporary Chief Constable**

The Chair introduced the report outlining the purpose and format of the confirmation hearing and invited Panel members to raise any questions on these matters. There were none.

The Chair then invited the Police, Fire and Crime Commissioner (PFCC) to introduce Dr Paul Gibson as his proposed appointment as Chief Constable of Northamptonshire Police. The PFCC made the following points:

- He thanked the Panel for convening the confirmation hearing to consider a proposed appointment that would support continuity of leadership at Northamptonshire Police and also take a unique opportunity to contribute to the force's ability to deliver positive outcomes for residents.
- All police forces were statutorily required to have a chief constable. The recent appointment of Nick Adderley on a new contract involved a short retirement period. To meet the statutory requirement and sustain progress during Mr Adderley's absence he proposed to appoint Dr Gibson as Chief Constable for a temporary period from 27 February to 2 April 2023.
- The role of Chief Constable clearly needed to be held by an individual with experience of delivering strategic leadership and knowledge of policing. He was delighted that Dr Gibson had agreed to this opportunity.
- Dr Gibson had over 20 years of strategic operational experience. He was currently the regional Deputy Chief Constable for the East Midlands responsible for providing specialist operational support to Northamptonshire. He had previously served as Deputy Chief Constable and Assistant Chief Constable with Derbyshire Police and was also the national police lead for digital forensics.
- Dr Gibson was a highly effective and widely respected senior officer with significant professional experience. As PFCC he was fortunate to be able to propose Dr Gibson for the appointment, which would produce a benefit to Northamptonshire.

The Panel then asked Dr Gibson a series of questions relating to his professional competence and personal independence.

Dr Gibson was asked what particularly attracted him to the opportunity to serve as Chief Constable of Northamptonshire Police for a temporary period. Dr Gibson made the following points:

- As the operational lead for the East Midlands Specialist Operations Unit (EMSOU) he had an established working relationship with the PFCC and with Nick Adderley and direct experience of delivering policing in Northamptonshire.
- He believed that there was an opportunity for him to make a difference as the Chief Constable of Northamptonshire Police even for a short period. He could contribute to the continuing development of the force by bringing a fresh perspective informed by 24 years' overall experience in policing including seven years at executive level.
- If appointed to the role he would focus on some specific objectives. He would carry out a peer review of the force's development journey, consider the progress made against HMCIFRS improvement areas, and give a view on culture and leadership. In the process he would also be able to strengthen the relationship between the force and EMSOU.

Dr Gibson was asked what he saw as the main challenges currently facing Northamptonshire Police and what he would take from his previous professional experience to enable him to contribute to addressing these challenges effectively. Dr Gibson made the following points:

- Northamptonshire Police faced various challenges that applied to policing in general. Forces were operating in a post-trust world involving a loss of confidence amongst members of the public. They had to deal with new types of crime arising from the greater links between physical and virtual worlds and the demands of crime such as modern slavery and child sexual exploitation that might not be visible to the public. Challenges relating to recruitment and retention of police officers and the structural funding for policing were also common to all.
- If appointed as Chief Constable he would work with the PFCC to seek better funding for Northamptonshire but also to use available resources as effectively as possible. This should be based on a strategic planning cycle that was informed by public priorities and directed the activity of the whole organisation towards agreed outcomes. Services should be transformed where this would enable them to operate more efficiently, including making use of good practice in other force areas and other sectors.
- Northamptonshire Police also needed to ensure that it had a good understanding of its staff members' capabilities and how to support them to fulfil their potential. The peer review work he could carry out would help to enhance the force's future trajectory in this respect.

Dr Gibson was asked what he saw as the key factors in enabling Northamptonshire Police to operate as effectively as possible in a demanding financial environment and how he would seek to address these. Dr Gibson made the following points:

- When he had served with Lincolnshire Police the force had faced significant funding pressures and he had been involved in making a case to the government for additional resources, similarly to the current situation in Northamptonshire.

- At the same time, working in a tight financial environment added to the importance of having a clear vision and strategy. Staff members should be able to contribute to shaping this and should then commit to delivering it. The chief constable should embody the overall direction and ethos of their force. Organisations that were able to apply the principle of servant leadership ended up stronger overall.
- A force's financial planning cycle should ensure that services were tailored to its financial envelope, informed by a sound understanding of demand. He had experience of using priority-based budgeting with EMSOU.
- Police forces operated with the consent of the public and in using resources faced the challenge of meeting high public expectations about local services. This should be reflected and addressed by taking an open and transparent approach, including explaining if something went wrong.

Dr Gibson was asked to give an example of when he had moved into a new role or organisation at a strategic level and quickly needed to understand its character and ways of working in order to inform him in exercising his responsibilities, the approach he had taken and how effective this had been. Dr Gibson made the following points:

- His professional career included experience of taking on senior roles with three different police forces and serving as a national lead for particular policing functions.
- His approach to assuming a new role involved three phases: listening and learning; moving to clarify; and setting high expectations. At the first stage he would not claim to know everything about a subject or role but would seek to engage with staff members and other stakeholders to understand an organisation, its priorities and how the key issues affecting it might be addressed. The second phase involved using this information to form a plan that set a clear direction, outcomes and the role of staff members in delivering these. Staff members should be empowered to take responsibility, to innovate and to get things wrong in the process if necessary. Ultimately, a leader should support people to fulfil their potential but also be able to identify alternatives if they did not meet expectations.
- As Deputy Chief Constable at Derbyshire Police he had worked on implementing a £2m increase in the police precept by the Police and Crime commissioner. This had involved carrying out a significant programme of public consultation to understand local priorities and then showing how this had informed action taken. The outcomes of this process had included implementing increases in neighbourhood policing in a short space of time.

Dr Gibson was asked how he would seek to strike the right balance between making a mark as the Chief Constable of Northamptonshire Police for a temporary period and supporting the long term direction and priorities for the force set by the PFCC and Nick Adderley. Dr Gibson made the following points:

- As Chief Constable he would need to work in support of the PFCC's Police, Fire and Crime Plan and other aspects of the long term vision and priorities set by the PFCC and Nick Adderley. Northamptonshire Police was on a positive trajectory as demonstrated by recent crime statistics.

- At the same time, he could help to enhance the continuing development of the force by bringing a different perspective and focussing on the specific areas already highlighted at the meeting, including work relating to HMICFRS inspection and relationships with partners.

Dr Gibson was asked how as Chief Constable he would seek to ensure that Northamptonshire Police inspired the highest possible levels of trust and confidence amongst members of the public, reflecting current national concerns about standards in policing. Dr Gibson made the following points:

- All shared the concerns about the significant problems that had been identified at the Metropolitan Police and other forces, which included examples of abhorrent behaviour.
- Members of the public were crucial to the way that the police operated as sources of intelligence. If the police lost the confidence of the public it made effective policing harder.
- The chief constable should seek to set the right tone and values for their force, which in his case were centred on public service and duty. They should then ensure that these were reflected through the organisation by recruiting and retaining the right people.
- As a senior leader at Derbyshire Police he had worked to achieve the target set by the Chief Constable of communicating with 50 per cent of households in the force area. The force's approach had involved being open about policing, dispelling myths but also accepting if it had got something wrong.
- Neighbourhood policing provided a proactive way of engaging with local residents. The force should take a professional approach that was well-informed about local areas and their priorities and be held to account for the results it produced.
- An increased focus on domestic violence and violence against women and girls should include seeking feedback from people affected by these crimes about how well they had been served.
- Quicker vetting of new recruits, investigation of behaviour by police officers that indicated a cause for concern, and removal of individuals from service where necessary would all help to improve public confidence in the police.

Dr Gibson was asked what approach he would take to leading Northamptonshire Police's involvement in partnership working during his period as Chief Constable. Dr Gibson made the following points:

- Partnership working was central to his current role with EMSOU in which he worked to five different chief constables and Police and Crime commissioners. Work by EMSOU also demonstrated the added value that could result from organisations working together effectively. For example, he considered that EMSOU delivered exemplary homicide and scenes of crime functions for the region.
- An increasing local focus in policing could cause forces to reduce their involvement in wider partnerships. He did not agree with this approach and was a strong believer in taking opportunities to collaborate whenever they produced a

benefit to the public. He had previous professional experience of place-based service delivery models, integrated offender management and close working between the police and Fire and Rescue service.

- If appointed as Chief Constable he would aim to give constructive feedback about the operation of partnership working in Northamptonshire.

Dr Gibson was asked how he would seek to work with the PFCC to reflect that the PFCC and the Chief Constable had distinct responsibilities but must also work well as a team in the interests of Northamptonshire. Dr Gibson made the following points:

- The Policing Protocol clearly set out the respective responsibilities of the PFCC and the Chief Constable, with good reason given the importance of the Chief Constable having operational independence. However, the two also needed to work together effectively in practice within these parameters.
- As Chief Constable he would always seek to have a constructive relationship with the PFCC that would support the delivery of the best outcomes for Northamptonshire residents. This relationship should be professional, should allow for disagreement and should ultimately reflect that the PFCC held to account the Chief Constable. Good team working between the PFCC and the Chief Constable should be based on trust, positive conflict, accountability, oversight of performance and results.
- His previous experience of working with the PFCC gave him confidence that, if appointed, they would both be working towards the same aims from the perspective of their respective roles.

Dr Gibson was asked what key principles he would seek to apply as the operational leader of Northamptonshire Police in order to inspire confidence and respect in his leadership amongst staff members. Dr Gibson made the following points:

- Leadership should be about getting the best from people by enabling them to feel that they were given direction, would be supported to carry out their role and would be held to account for what they delivered.
- There were significant challenges in policing relating to motivation and retention that were not subject to simple answers. However, a chief constable should set the tone for their force. Key elements of his approach included compassion, welfare and wellbeing, continuous professional development and reward and recognition. In his current role he sent out several thank-you cards a day recognising good work by staff members.
- Wellbeing was a by-product of good leadership. Leaders should be selected and developed to bring the right values and reflect the tone set by the chief constable.
- Equality, diversity and inclusion were part of creating a working environment in which people felt psychologically safe to be themselves. He believed that he had a track record of delivery in this regard.

Dr Gibson was asked what relationship he thought the Chief Constable should have with the Panel given the respective roles of the Panel and the PFCC and also how as Chief Constable he would engage with the large number of village communities in Northamptonshire. Dr Gibson made the following points:

- The same principles applied as to the relationship between the PFCC and the Chief Constable. He would seek to have a professional, constructive relationship with the Panel based on constructive debate, reflecting the Panel's role.
- He had previously been asked to deliver a briefing to the Panel on the work of EMSOU and would welcome the opportunity to do so.
- He came from a rural county and understood the challenges of maintaining a police presence in different communities. He could not promise to deploy officers at set times and it would be important to communicate with residents about the approach the force was taking and what it was and was not in a position to do. The force needed to have a good understanding of priorities within different communities. In turn, effective neighbourhood policing would help to build resilient communities.

Dr Gibson was asked what he would most like to achieve during his period as Chief Constable if appointed. Dr Gibson made the following points:

- He would aim to take a whole-hearted approach to the role and to engage with those delivering frontline services in the county. He would also particularly focus on working with the lead officers for the forthcoming HMICFRS inspection.
- He could help to remove issues that might be preventing individuals from fulfilling their potential, making use of his experience in coaching.
- He could help to strengthen further the working relationship between Northamptonshire Police and EMSOU.

The Chair invited Dr Gibson to raise any questions that he wished to ask the Panel or further comments that he wished to make. Dr Gibson had no questions but thanked the Panel for its time and hoped to see members again, subject to the outcome of the confirmation hearing.

The Chair welcomed that Dr Gibson had referred to providing further information to the Panel on the work of EMSOU. This was an area of interest to the Panel and it would like to hear from Dr Gibson on this matter in future.

130. **Urgent Business**

There were no items of urgent business.

131. **Exclusion of Press and Public**

The Chair requested the Panel to agree that the remainder of the meeting be held in private session.

RESOLVED that: under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that if the public and press were present it would be likely that exempt information under Part 1 Paragraph 1 of Schedule 12A to the Act would be disclosed to them.

The remainder of the meeting took place in private session.

132. **Report and recommendation to the Police, Fire and Crime Commissioner for Northamptonshire on the proposed appointment of a temporary Chief Constable**

The Panel considered its report and recommendation on the proposed appointment.

At the conclusion of discussion the Chair invited the Panel to reach a resolution on the proposed appointment.

RESOLVED that: the Northamptonshire Police, Fire and Crime Panel recommends that the Police, Fire and Crime Commissioner for Northamptonshire appoints Dr Paul Gibson as the Chief Constable of Northamptonshire Police for the period from 27 February 2023 to 2 April 2023 inclusive.

The meeting closed at 4.30 pm

Chair: _____

Date: _____

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



NORTHAMPTONSHIRE POLICE, FIRE & CRIME PANEL

20th April 2023

Subject: Update on the implementation of the recommendations of the HMICFRS inspection of vetting, misconduct, and misogyny in the Police Service

1. Introduction

- 1.1 Following the murder of Sarah Everard by a serving police officer, the then Home Secretary commissioned HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) under section 54(2B) of the Police Act 1996 to assess current vetting and counter-corruption capacity and capability in policing across England and Wales. This was to include forces' ability to detect and deal with misogynistic and predatory behaviour.
- 1.2 HMICFRS were asked to consider current vetting (and re-vetting), arrangements for transferees, whistleblowing arrangements, the work of counter-corruption units and, where relevant, wider Professional Standards Departments.
- 1.3 The recent report by Baroness Casey, which looked at the culture and standards of behaviour within the Metropolitan Police, underlines the importance of ensuring that any officer who fails to uphold the highest standards are identified and dealt with appropriately to ensure we maintain the confidence of local residents.

2. Work Undertaken by Northamptonshire Police

- 2.1 Prior to the publication of the HMICFRS report Northamptonshire Police were already scoping how to implement a robust response to similar concerns published by Baroness Casey's initial review and report and the string of high-profile cases that were doing great harm to public trust and confidence. The Chief Constable announced the creation of a new team, led by a Detective Chief Inspector, to examine the issues in force, in the context of national reports and events and to ensure that as an organisation Northamptonshire Police were dealing effectively with misconduct and criminality.

- 2.2 This work is being undertaken under the name of Operation Admiral to provide a comprehensive response and to ensure the public, police officers and staff have trust and confidence in the force as an organisation.
- 2.3 In completing this work the team will ensure that the recommendations within the HMICFRS report are discharged to a high standard and that systems and processes are embedded throughout the force to take these systems and standards forwards as daily business.
- 2.4 Some of the concerns raised by the report have already been addressed to some degree by existing strands of work within Northants Police. The Domestic Abuse Investigation Unit (DAIU) have recently reviewed their processes with regards to complaints regarding police perpetrated domestic violence. The force vetting manager has reviewed some aspects of the Northants vetting processes and positive findings have been made in relation to timeliness among other areas.
- 2.5 All existing relevant strands of work will now be drawn together under Operation Admiral to ensure that all recommendations are addressed and provide a single pathway of governance and accountability.

3. Operation Admiral

- 3.1 Op Admiral aims to ensure that concerns raised are clearly addressed by Northamptonshire Police and that we as an organisation have the correct standards and procedures to ensure the safety of the public and our workforce, and to maintain public confidence.
- 3.2 On the 1st of November 2022 a stakeholder meeting was held in relation to work of Operation Admiral. Representatives from operational police teams, the Police Federation, Unison, the OFPCC's office and partner agencies from the victim support arena were invited and consulted on this work.
- 3.3 The HMICFRS report sets out 43 recommendations, 28 of these are for Chief Constables, (the others relate to College of Policing, Home Office and NPCC). All 28 Recommendations for the Chief Constable will come within the work of Operation Admiral. The recommendations and associated work will incorporate vetting, recruitment, criminal behaviour and misconduct by officers and staff, reporting routes and the support offered by complainants. Dates for completing the work on these recommendations will be in line with the report, ranging from March 2023 – December 2023
- 3.4 There is a detailed action plan which sits behind these terms of reference which sets clear objectives. Some specific workstreams to address the recommendations include:
 - Conducting a 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.

- Assessing 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. To include best practice and compliance with other national reviews of relevance.
- To understand the prevalence of misogyny and improper conduct towards female officers and members of staff within the organisation in line with the HMICFRS AFI, assess how the Force deal with such and make proposals for best practice.
- Understanding the prevalence of discriminatory behaviour within the workforce and assess how they deal with such.
- Assessing 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.
- Assessing how the Force an organisation support those making allegations against serving officers/staff, both internal and external to the organisation.
- Examining the effectiveness of vetting arrangements in relation to recruits, transferees and serving Northamptonshire staff and officers.
- Assessing the Force's recruitment processes to ensure they are attracting appropriate applicants from the outset.
- Assessing 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.

3.5 In completing this work Operation Admiral will also take into account the wider policing context in terms of best practice, Authorised Professional Practice and also other relevant national issues such as the Police Perpetrated Domestic Abuse super complaint, and the National VAWG action plan. Operation Admiral will not only review past cases and current systems, it will also make recommendations in line with best practice as to changes required to ensure that in future all improvements become standard practice for our force.

3.6 Operation Admiral has assumed oversight and coordination for the Historic Data Wash (HDW) of PND in relation to officers, staff and custody contractor, agreed by the NPCC. A team has been established to sift and research all results. Any risk identified will be examined at the risk review panel described above to ensure appropriate, proportionate and consistent responses. Work is also ongoing with Voice with regards to the level of support provided to those making allegations regarding members of our workforce, or indeed members of our workforce that speak up in relation to police perpetrated crime/abuse.

3.7 Now that the misconduct reviews are complete, the team have now moved on to review criminal investigations into members of our workforce and counter corruption investigations. This ensures a holistic approach over and above that mandated by the HMICFRS report. At the conclusion of this work, the force we will be able to conduct a

review of teams and workloads to ensure that investigations are conducting by the people with the requisite skills and knowledge in a fair, thorough and timely manner.

4. Governance

4.1 The operational lead will head tasking and finish groups as appropriate with relevant business areas in order to complete the work. Regular updates will be provided to an oversight board chaired by the Deputy Chief Constable for scrutiny and accountability. The first of these boards took place in December 2022 to assess work streams commenced and progress. In addition to this, the steering group will be provided updates as and when progress has been made throughout 2023.

4.2 In addition I have ensured as Commissioner that updates are being provided to me on a regular basis via informal assurance processes led by senior staff in my office and more formally by way of Chief Constable report to my formal monthly accountability board meetings.

5. Recommendation

5.1 That the Northamptonshire Police, Fire and Crime Panel considers the content of the report.

Stephen Mold

Northamptonshire Police, Fire and Crime Commissioner



NORTHAMPTONSHIRE POLICE, FIRE & CRIME PANEL

20th April 2023

Subject: Estates Strategy Update

1. Introduction

- 1.1 This report updates the Panel with the PFCC's Estates Strategy for Police and Fire and Rescue in Northamptonshire.
- 1.2 The current estate is close to capacity, therefore the ability to deliver on the strategy requires a new key supporting building to consolidate functions that are not required to be located geographically.
- 1.3 The current Estates Strategy is founded on the following principles:
 - Consolidated and rationalised joint estate to enable investment in the frontline
 - Improved accessibility and visibility
 - Flexible estate to meet changing operational needs
 - Enhance property and asset management to improve safety, security and sustainability

2. Governance Arrangements

- 2.1 The PFCC chairs an estate board that sets and oversees the strategy. Both chief officers are on this board ensuring that operational need is at the forefront of the development of the strategy.
- 2.2 The strategy links to the capital programme for both organisations, ensuring affordability of the strategy both over the short and longer term. The strategy has underpinned the capital plans for 2023/24.

3. Delivery of the Estates Strategy

- 3.1 Since October 2022 the team have been working with Gleeds to produce a full Estates Masterplan, this has involved a large amount of stakeholder and user engagement, site visits across the Police and Fire Estate, assessment of conditions, engagement of

architects and understanding about the use and best location of the premises to help inform how best to ensure the needs of the public can be met.

- 3.2 The report is now in its initial draft form with areas now to focus on ahead of the recommendations being presented to the Estates Board in May 2023. Following this, a revised Estates Strategy shall be drafted to align to the recommendations agreed.

4. Property Disposals

- 4.1 The table below provides Panel Members with an update on the work being delivered in relation to property disposals that were identified within the Estates Strategy.

Property	Update
Corby Police Station	Contracts exchanged end of March 2023 with completions to take place no later than 31 May 2023
Kettering Police Station	We continue to work with North Northants Council on the sale of the site with the adjoining Magistrates Court.
Desborough Police Station	the property is now being marketed on the open market.
Police Boxes	These are in the various stages of being prepared for marketing/lease exits where applicable.
Earls Barton Fleet Workshop	The property is being prepared for active marketing.
Moulton Logistics Centre	Current lease arrangement in place with EMAS until June 2023; recommendations around next steps form part of the masterplan.

5. Next Steps

- 5.1 The Estates Team will continue with the ongoing marketing in partnership with North Northamptonshire Council in relation to the sale of the former Kettering Police Station Building and site.
- 5.2 In relation to the Police Station building in Desborough, The Estates Team are awaiting the outcomes of the marketing open day which took place in earlier in April 2023.
- 5.3 Work is ongoing in relation to exiting the use of the Police Boxes and once that is completed, the Estates team will commence the marketing of them. They will also look at bringing the Earls Barton Fleet Workshop to market in late Spring 2023.

5.4 The next meeting of the Estates Board is due to take in place in May 2023 which will receive an update on the all the work above and is due to agree a revised Estates Strategy which will be provided to Panel Members once it is published

6. Recommendation

6.1 That the Northamptonshire Police, Fire and Crime Panel considers the content of the report.

Stephen Mold

Northamptonshire Police, Fire and Crime Commissioner

This page is intentionally left blank



Northamptonshire Police, Fire & Crime Panel

20th April 2022

Office of the Northamptonshire Police Fire & Crime Commissioner

POLICE, FIRE AND CRIME PLAN UPDATE

1. Introduction

- 1.1 This report updates the Panel on the work of the Northamptonshire Police, Fire and Crime Commission and the progress being made in relation to the delivery of the Police, Fire and Crime Plan for Northamptonshire which is set out in detail in Appendix 1.

2. Delivering the Police, Fire and Crime Plan

2.1 “Prevention That Keeps the County Safe”

- 2.2 **Northamptonshire to pilot new anti-social behaviour crackdown** - Northamptonshire is to be one of 16 areas in England and Wales to be chosen by the Home Office to participate in a new crackdown on anti-social behaviour. Under the plan, 16 areas in England and Wales will be funded to support either new ‘hotspot’ police and enforcement patrols in areas with the highest rates of anti-social behaviour, or trial a new ‘Immediate Justice’ scheme to deliver swift and visible punishments. A select few areas will trial both interventions, and following these initial trailblazers, both schemes will be rolled out across England and Wales from 2024. I am excited that Northamptonshire will be a pilot area to receive funding to crack down on anti-social behaviour, I lobbied hard to bring the scheme to Northamptonshire. Anti-social behaviour has such a negative impact on neighbourhoods – it’s such a visible, personal crime that can have the effect of making people feel unsafe in their own home and ruining their confidence in the place that they live. That is what I want to tackle. I want to see a robust approach that builds on the problem-solving work that Northamptonshire Police are already doing in communities. We will be bringing that prevention and enforcement work together with restorative justice – making sure that people who commit anti-social behaviour are quickly held to account and made to put right the damage and harm they have caused in the most appropriate way. Further details of the pilot scheme in Northamptonshire will be in due course and I will of course provide an update to the panel.

- 2.3 **£10,000 grant from the OPFCC supports night-time medical patrols in Kettering** - Medically trained professionals with life-saving equipment are now patrolling the streets of Kettering on a Friday and Saturday night thanks to a £10,000 grant from the OPFCC. PT Alpha has been set up by the directors of a Kettering-based medical

company, as a practical initiative to provide medical assistance to anyone out in the town on Friday or Saturday night.

The team from PT Alpha are trained first responders, emergency care assistants and paramedics with the knowledge and skills to deliver life-saving medical interventions. They are helping to keep Kettering revellers safe and are hoping that their interventions will reduce the impact on hospitals and the ambulance services at times when these services can be particularly busy.

PT Alpha patrols Kettering between 9pm and 5am helping people who have been on a night out and for whatever reason find themselves vulnerable or needing medical assistance. I was keen to support an initiative in Kettering's busy night-time economy as part of his overall programme to reduce violence and keep women and girls safer in particular in our town centres at night.

The grant covers the cost of running a dedicated rapid response vehicle which is not only equipped with vital emergency medical equipment including defibrillators, oxygen, bleed packs and pain relief but its high visibility in the centre of town acts as a reassurance that help is immediately available.

The funds will also contribute to the cost of operating a radio network which provides essential communication between PT Alpha and other organisations working in the night-time economy. Street Pastors, Kettering Town CCTV, and door staff and venue managers have immediate access to the team to request urgent medical assistance.

There is already a range of measures in place across the county to help keep our towns safe in the night-time economy, but groups like PT Alpha offer an extra level of protection and support to vulnerable people on a Friday and Saturday night. I am delighted to be able to support PT Alpha in delivering what could be life-saving treatment. They are preventing unnecessary trips to accident and emergency and are another important resource in our commitment to keeping the public safe and safeguarding vulnerable people.

- 2.4 **Safety works underway on Queensway streets** - Work to improve safety in the Queensway area of Wellingborough is gathering pace as part of an ongoing community safety project funded by the Home Office's Safer Streets scheme. The OPFCC was successful in bidding for more than £600,000 to spend on Queensway from the Home Office. This is third time that we have been successful in bidding for money from the Safer Streets fund to tackle acquisitive crime such as burglary, bringing the total brought to the county by the Commissioner to more than £3.3 million since 2020.

Improvement works in the project include around 650 new doors for properties in Kiln Way and Minerva Way, which is being done in partnership with Greatwell Homes. Alleys in the Shelley Road area will be gated, while security lighting will be fitted to some properties. There has also been a significant roll out of security products, including new security lighting to residents. The scheme also includes a major extension of North Northamptonshire Council's CCTV network, with 15 new cameras on the estate, while activity schemes will be provided for young people.

It is great to see this work underway in Queensway, and we thank Greatwell Homes for their partnership in delivering this scheme. The doors and security lighting are practical measures that can help to deter crime and anti-social behaviour, and these are issues which residents have told me they want to see dealt with. We want people to feel as safe as they can feel in their homes, and we have been delighted with the number of people who attended our events over the last few months to claim their free security products.

2.5 ID scanning technology to bring safer nights out to Kettering and Northampton

More than 20 late night venues in Kettering, Daventry, Wellingborough, and Northampton are to be equipped with state-of-the-art security technology that will help them manage identification checks and share information about troublemakers, thanks to funding from my office. The 23 bars and clubs that open after 1am will be provided with the latest ScanNet ID scan equipment to help them make their premises safer. It will also give them the opportunity to work together and share information about to exclude people intent on causing trouble from all their premises if they choose to do so. Some venues in Northampton already have identification scanning equipment but this is the first time that a network of premises is being equipped to the same standard and enabled to work together across the county.

ScanNet ID technology works by scanning someone's identification and detecting if it is genuine, as well as capturing their image. This is also intended to send a message that anyone who is intent on causing trouble can be identified if an incident does occur. The scheme has been planned and funded by my office as part of our wider programme of work to tackle violence against women and girls which I hope will lead to a reduction in alcohol-related crime, violence and disorder and create a safer environment in town centres for everyone.

I hope the investment will deter people from entering venues intent on causing trouble and will help police investigate and detect crimes if they do happen. This system is already in use in other places in the country, where it has been very successful in cracking down on crime and anti-social behaviour. In Northamptonshire, we have established a strong partnership with the police, local authorities, venues and volunteers like the Guardians and street pastors all coming together to create safer nights out in our towns. I look forward to seeing the impact that this system has on violence and disorder."

2.6 New Flare Report app to make women and girls feel safer in Northamptonshire

A new, free smartphone app – Flare Report – has been launched to help women and girls feel and be safer on the streets of Northamptonshire. Flare Report allows women to report, anonymously and quickly, any incidents or behaviour that make them feel unsafe when they are out and about. Police will collate and analyse the reports made, so that problem areas can be identified and action taken. Flare is not for reporting crimes in progress, but Police will check reports every day to make sure that nothing that needs an urgent response has been submitted.

I want Flare Report to boost women's confidence and encourage them to report street harassment. And then I want us to be able to show the public what we have done about it. This is the only way to start the conversation and put a line in the sand about the kind of behaviour we will accept in our society.

2.7 Pubs and clubs asked to sign up to night-time safety scheme

Bars and pubs in Northampton and Kettering are now signing up to a safety scheme that will improve safety for customers at their venues. Licensed premises across the two towns have been visited by a team from the Office of the Police, Fire and Crime Commissioner (OPFCC), Licensing Security & Vulnerability Initiative (Licensing SAVI), and Northamptonshire Police encouraging them to sign up to Licensing SAVI.

The scheme, which is being funded by the OPFCC sees venues improve their safety and security by taking part in an online self-assessment that gives them a star rating that they can display in their premises, showing the steps they have taken to make customers feel safe.

This is a fantastic opportunity for licensed premises to complete the Licensing SAVI assessment and show the public that they are taking their customers' security seriously, with measures to keep them safe. It is great to see so many venues get on board with the scheme already, but we want to see as many places signed up from across the county as we can. I'm very grateful to every venue that has signed up so far. I am committed to doing all I can to help keep women and girls safe and supporting the Licensing SAVI scheme will help to improve things further.

- 2.8 **Retail crime investigator drives better results on shoplifting** - A pilot scheme to support businesses in North Northamptonshire with better investigation of shoplifting and other retail crime will now be established permanently thanks to impressive results in the first year and continued funding from the OPFCC.

The scheme is a partnership between the Northamptonshire Business Crime Partnership and the Northamptonshire Police, Fire and Crime Commissioner that aimed to improve the response to retail crime. Under the 12-month pilot scheme, the OPFCC funded a specialist retail crime investigator to collaborate closely with retailers in the towns and villages in the north of the county. The investigator – retired Northamptonshire Police detective Paul Franks – helped businesses to gather improved evidence, such as statements and CCTV footage, that was sent onto Northamptonshire Police to investigate. The aim of the scheme was to focus on prolific and violent retail crime offenders and to work closely with the Northamptonshire Police Initial Investigation Team to increase the number of crimes that are resolved.

The scheme has significantly boosted the number of retail crimes that are detected and at the end of the 12-month trial, the number of positive outcomes for shoplifting in the north of the county had risen from 47 to 174. In addition, the number of shoplifters charged with criminal offences in the north of the county had increased by 10 per cent. Comparing North with West Northamptonshire, the positive outcomes for shoplifting offences in the same period increased, but by a much smaller number – from 54 in 2020/21 to 69 in 2021/22.

As a result of these improvements, the role has now become permanent and we are now working on plans to roll out a similar scheme in Northampton, Daventry and the West of the county. This specialist role is a valuable link between police investigation teams and retailers, and I am pleased that we have been able to increase the confidence of businesses and their staff and have supported the police to resolve these crimes by helping to gather the best evidence. That has helped prevent crime by closing the revolving door where offenders are arrested but are released to continue offending because of lack of evidence. The project has brought clear benefits and been very well received in the north of the county, and I am now looking to see if it can be extended right across Northamptonshire.

- 2.9 **Supporting Local Communities** - Thirteen organisations from across Northamptonshire have received a share of grants totalling more than £100,000 from the OPFCC's Community Grants Scheme, the Making Northamptonshire Safer Fund, over the past 12 months. Twelve parish councils from around the county were also awarded grants with a joint total of £73,326 from the Road Safety Community Fund to make their villages safer.

The Community Grants Funding Scheme provides support of between £500 and £10,000 to charities, voluntary or community groups to carry out projects whose aims support the Police, Fire and Crime Plan for the county.

A separate scheme, the Road Safety Community Fund uses money that has come from fines paid by drivers who attend speed workshops. This Fund gives grants of between £500 and £5,000 to groups and organisations to help them run projects that tackle speeding, enhance road safety and other anti-social road use.

Grants from the Making Northamptonshire Safer Fund have been given for a wide variety of projects, ranging from supporting young people who are affected by drug or alcohol abuse in their family, to supporting girls at risk of criminal exploitation by gangs.

Grants were awarded to:

- Northamptonshire Domestic Abuse Service – expansion of a training programme to develop skills to enable a wider community reach
- Off the Streets NN – supporting the installation of critical bleed cabinets and bleed control kits around the county
- C2C Social Action – a programme to empower young women and divert them from crime, both those at risk of being involved in the criminal justice system, or those already involved. C2C also spearheaded a separate, successful bid of partners that worked to bring the Knife Angel to Northampton, Wellingborough and Corby
- Family Support Link – to run a unique programme supporting young people who are affected by the drug or alcohol misuse of a family member
- Guiding Young Minds – Supporting girls who have been affected by county lines and gang exploitation
- First Line Medical – supplying medical support to people in need of support on a night out in Kettering
- United African Association – Offering wide ranging projects using music and football to support good mental health and improve community wellbeing
- Northants Litter Wombles – support to enable more volunteers to litter pick in their neighbourhoods
- Accommodation Concern – supplying debt advice in Kettering and supporting a service for rough sleepers in Wellingborough, Corby and Rushden
- Hearts of Young People – support for this Corby youth group
- Team Shoe Box – boxing gym working in area of high deprivation in Northampton
- Corby Amateur Boxing Club – equipment to support boxing training that diverts young people away from crime in Corby.

The 18 parish councils that were awarded funding from the Road Safety Community Fund all used the grant to fit vehicle activated speed signs in their area. Bulwick; Clipston; Kelmarsh; Blisworth; Easton on the Hill; Kings Sutton; Overthorpe; Barnwell; Aldwinckle; Whilton; Braybrooke; Bozeat; Pitsford; East Hunsbury; Guilsborough; Sywell and Great Oxenden Parish Councils, and Far Cotton and Delapre Community Council all received grants.

Our police and fire services work hard to make this county a safer place, but they will not succeed without the support of the communities they serve. Groups like these are working tirelessly to support people facing a variety of different challenges and

helping create a resilient, safe Northamptonshire. It's a privilege to be able to support so many different groups that are carrying out such vital work in so many different ways.

2.10 College launches 'Stand by Her' training to tackle abuse against women

Workshops to help male students better understand sexual harassment and abuse against women have been held at Northampton College, encouraging them to challenge or intervene when they see inappropriate behaviour. The 'Stand by Her' training tackles harassment and cultural attitudes towards women and girls and forms part of the ongoing Safer Streets project being delivered by the OPFCC

Reducing violence against women and girls is one of my key priorities and working in partnership with other organisations such as Northampton College is enabling projects like the 'Stand by Her' training to make a real difference in society.

Training sessions for more than 600 students has taken place, while 10 teachers have undertaken 'train the trainer' workshops to future proof the project and embed the training at the College. The training will start conversations with men about negative attitudes and behaviours towards women and will empower participants to actively challenge derogatory and inappropriate behaviour by peers and colleagues. Harassment is often the precursor to crimes which disproportionately affect women and girls and education is key to changing the culture and make more women feel safe.

This is another example of my commitment to making Northamptonshire a safer place, especially for women. 'Stand by Her' training shifts the focus from women keeping themselves safe to target the root cause. This intervention will challenge the culture and attitudes that can lead to further abusive behaviour. It shows how men can be allies to women and play a fundamental role in stopping violence against women and girls. We are delighted to be working with Northampton College to deliver 'Stand by Her' workshops. This partnership enables us to reach a demographic that can really help make a difference in society.

2.11 "Protect & Support Those Who Are Vulnerable"

2.12 Early intervention projects help divert young people from crime - The OPFCC employs a specialist team to provide additional support to families and vulnerable young people who are at increased risk of becoming victims of crime or are likely to get involved in criminal behaviour. The Early Intervention and Adverse Childhood Experience Team runs projects across Northamptonshire that focus on preventative initiatives targeting people who have been involved in domestic incidents or who are at risk of exclusion from school and referred by teachers to the Team.

This critical work feeds directly into the priorities I outlined in my Police, Fire and Crime Plan to divert young people away from crime and safeguard them from criminal exploitation. Students from schools in Northampton, Wellingborough and Thrapston have recently benefited from three specialist initiatives.

Tailored assemblies were delivered to The Progress Schools in Thrapston and Northampton and highlighted the dangers of knife and other violent crime, the

consequences of getting involved in criminal activity and the impact crime can have on individuals, families and communities. These assemblies were well received by teachers and students and will be delivered to more secondary schools across the county over the coming months.

Early Intervention and ACE Officers from the team along with Police Officers aligned to the Youth Offending Service have also trialled drop-in sessions for students at Thomas Beckett School, Northampton and Wrenn School, Wellingborough. Two-hour sessions ran once a week over a 12-week period and gave students, who the school had identified as having emerging or concerning needs, the opportunity to seek informal guidance and advice.

We saw students talk freely about their concerns and engage in frank conversations about risky behaviours and the consequences of anti-social behaviour and knife crime. Several students went on to accept further support from our partners such as PADs, the Prevention and Diversion Service and the OPFCC Youth Team when previously this had been declined or not deemed necessary.

Building trust and rapport over several weeks with students proved to be so successful, we are now continuing the project with another two schools this term and we have plans to engage with other schools after Easter. Two young people who attended the drop-in sessions were also invited to sit on the Northamptonshire Police Use of Power Scrutiny Panel in January with other members of the public. The panel, which meets bi-monthly, were shown video footage of police stop and search incidents. They were asked to assess whether the actions taken by the police officers were appropriate, whether procedures were explained fully and whether a situation could have been handled differently. The meeting in January was the first one to involve young people and their input gave insight into how police activity is perceived by them and was an opportunity for them to understand some of the practices which the police force carries out.

Early intervention and engagement are key to understanding why young people get involved in crime and to prevent problems before they escalate. Without some support, these young people may well enter the criminal justice system, but the work being undertaken will hopefully improve their life chances and will prevent them from getting involved with or becoming a victim of crime.

- 2.13 **Businesses recognised for helping police divert young people away from gangs** - Ten businesses have been praised for their efforts in helping to offer life changing opportunities for young people who were on the cusp of gang involvement in Northamptonshire. The businesses are part of the MY:BK:YD project – which stands for My Back Yard – which was created in 2018 to offer the opportunity for Northamptonshire Police and the county’s business community to work together to address gang related crime. Businesses work alongside members of the police’s Community Initiative to Reduce Violence (CIRV) team, which is made up of serving police officers – known as Navigators – and ACE (Adverse Childhood Experience) Support Officers that are seconded from the Police, Fire and Crime Commissioner. The team works with young people and focuses on reducing county lines drug related violence and exploitation. Employment and the stability and financial rewards that it can offer can often seem too far away for young people who are in gangs, or at risk of becoming involved with them.

The ten businesses are part of a wider network that is helping to break the cycle of re-offending, and they were invited to Darby House in Wellingborough where they were thanked for their efforts. One of the businesses included is 90-ONE Education, which has delivered bike training to cohort members and has allowed them to gain recognised qualifications. One former gang member said the course had allowed him to explore his passion of bikes legally instead of the illegal riding he was undertaking during his days in a gang. Another business helping is McDonald's, which offers up its restaurants to CIRV Navigators so they can meet cohort members in a relaxed environment, as well as offering a free meal to the young person.

This was an excellent opportunity to thank these businesses. Every one of them has done something different to help drive change in our local community. I hope that the success of this scheme, both for the young cohort members but also the businesses themselves, will convince more organisations to come forward and see the benefits of what the scheme can offer to them.

The ten recipients of the certificates were as follows:

- 90-ONE Education has delivered bike training to cohort members and has also allowed them to gain recognised qualifications.
- Elite Survival Training, allows cohort members to build bonds with CIRV Navigators in an outdoors environment, focusing on teamwork and learning skills to survive in the wild which has helped with Armed Forces job applications.
- Northampton Saints Foundation uses its Hitz programme to engage with pupils at risk of expulsion from school by building confidence, teaching functional skills and offering the chance to gain sporting qualifications.
- The Frank Bruno Foundation hosts a number of courses for young people with training on offer to stimulate positive behavioural change and support mental health.
- The Army Careers Centre in Northampton has designed a bespoke army recruitment campaign for CIRV cohort members, with several of them going on to become junior entry soldiers.
- The BST MMA Academy offer free gym classes to cohort members as well as offering work experience, work placement and job opportunities from which more than 25 members have benefitted.
- The Construction Industry Training Board (CITB) in Northampton has been able to offer advice and guidance to young people who might want to look towards a career in construction.
- Goodwill Solutions CIC was the first MY:BK:YD partner and offers academy courses to make positive life changes, as well as involvement in projects such as a bike recycling scheme.
- McDonald's helps with offering up 10 of its local restaurants in Northamptonshire as meeting points for CIRV Navigators to meet with cohort members in a more relaxed environment, as well as supplying the young people with a free meal.
- Prestige Homeseeker Park and Leisure Homes has helped MY:BK:YD with the delivery of food parcels to vulnerable people over the period of the COVID pandemic as part of a major incident response.

2.14 Domestic Abuse Project - From October 2022 to end of February 2023 the Domestic Abuse project received referrals via Public Protection Notifications (PPN's) for 723 families who had received a Police call out for a domestic abuse incident where children were present. These Police call outs were assessed as needing no further

Police intervention and would not be progressed to a crime. The top four issues reported during this period:

- Family Issues
- Harassment
- Emotional Abuse
- Housing

Northampton continues to be where most issues are reported followed by Kettering/Corby, Wellingborough/East Northants the Daventry/South Northants.

- 2.15 **Domestic Abuse Parental Workshops** - The Domestic Abuse project staff have delivered six online workshops to parents covering the Impact of Parental Conflict and Healthy and Unhealthy Relationships. 21 Parents attended the workshops, all reporting a greater understanding of the issues and impact on their children, evidenced by pre and post feedback scores.

The Early Intervention service requests feedback from any partner organisations who have received advice and guidance from the team. We also ask families who have received support to complete feedback.

Partnership Feedback: We have received feedback from 33 Partnership agencies in this reporting period. All feedback completed, rated our service as 'Excellent' or 'Very Good'

- 'Gemma's knowledge was excellent. she made suggestions that we hadn't considered and suggested services that we didn't know existed. I would definitely aim to use this service again with other families.'
- 'Exceptional training session - really useful for my team and has already led to some successful referrals. Thank you so much.'
- 'I have nothing but fantastic things to say about this service. I referred to you for extra support around a range of issues for a family that I have started an Early Help Assessment (EHA) for. Hayley was amazing, she went above and beyond her job role to support this particular Mum. She was very clear and straightforward with Mum which is something I feel she needs and appreciated. Hayley kept the lines of communication open between us at all times, so I was fully aware of what work she had completed with the family and next steps that she had identified. This really took a load off my shoulders and helped me to provide more support for the child within school.'
- 'Great communication from start to finish. Referral to allocated practitioner was a quick and positive process, Michelle supported ongoing work that school could not facilitate to support the family outside the educational setting.'
- 'We very much enjoy working with this service. Positive impact is obvious and it works very well to bridge sometimes a large gap between families and schools.'

Family Feedback - We have received feedback from 66 families in this period relating to the support received. Families rated the service between 9-10 on a scale of how satisfied they were with the support received. The highest rating is 10.

- ‘Thank you for the wonderful support your service offers. An additional Thankyou to jodie for being so understanding and helpful, she will be missed by our family.’
- ‘Thank you very much. I will be grateful for the rest of my life. Thank you for a great support and saving us’
- ‘Jen's work and support helped me and my family through a difficult time, she built a lovely relationship with us and would always ensure that I was okay. Speaking to Jen took a lot of weight off my shoulders and her kind words helped me to feel like a better person and parent. Jen understood the history of domestic abuse and for the first time since opening up I didn't feel judged, I started to see that I wasn't the issue; my abuser was, and I feel that has helped my recovery over the past few months. Jen is a credit to the service.’
- ‘Amazing support, so thankful these resources are available, for most this is a lifeline, a massive thank you to Lauren and The ACE Team’

2.16 **EI and ACE Officers supporting the Community Initiative to Reduce Violence (CIRV)**

The Early Intervention Support Officers who support CIRV are the first point of contact for the young people referred. They work in a multi-agency way to ensure the young person receives tailored support for their needs. The Early Intervention Support Officers offer 1:1 interventions to young people and where a young person in the CIRV cohort is assessed as low risk.

Since October 2022 the team have engaged and supported 116 young people. The Interventions offered are:

- How their Adverse Childhood Experiences have impact lives.
- Understanding Criminal Exploitation.
- Knife Crime – impact of carrying knives, the law and risks.
- Risky Behaviours – Understanding what they are and the impact.
- Emotions – Understanding own emotions and strategies to manage in a safer way.
- Parenting – Supporting parents to understand the risks of Criminal Exploitation and how they can help to reduce risk.

2.17 **Targeted Secondary Schools Project** - Targeted schools across the county are asked to identify students at significant risk of exploitation and gang involvement. The OPFCC Early Intervention team provide a “drop in” opportunity for any young people wanting to talk about issues in school or in their community. The drop-in sessions are supported by Police Officers seconded to the Youth Offending Service.

Schools supported so far:

- Thomas Becket Catholic School, Northampton
- Wrenn School, Wellingborough
- Weston Favell Academy, Northampton
- Montsaye Academy, Rothwell

The outcomes from the Drop in sessions were:

- Referrals made for support to OPFCC Youth Team
- Referrals made to Prevention and Diversion Scheme

- Referrals made to CIRV
- Referrals made to OPFCC Early Intervention Practitioners
- Knife crime intervention
- Suspect and Victim group work programme (Weston Favell Academy)
- Sessions covering Criminal Exploitation, Online Safety, Risky Behaviours (Montsaye Academy)

The Feedback from the young people who used drop in sessions

- **Thomas Becket Catholic School** – ‘I have really found the sessions helpful. I have noticed a big difference in my behaviour and I am getting less X’s in school. It helps to talk to someone who is different from school and helps me reset for the rest of the week’.
- **Wrenn School** – ‘I am really pleased and proud of myself and what I have achieved. I feel more positive and happy’.

2.18 **Knife Intervention Assemblies** - Working in partnership with the Neighbourhood Policing teams the OPFCC Early Intervention Support Officers who support the CIRV programme have delivered this intervention to 140 young people. The assemblies were delivered between October 2022 to February 2023.

- Progress Schools (Alternative Provision) Northampton and Thrapston Sites. Knife Crime Assembly 20 Pupils received the input.
- Kingsthorpe College – Knife Crime Assembly. Approx 120 Pupils received the input.

2.19 **Early Intervention Support Officers** – this team support children, young people and their families across Northamptonshire. There are six Early Intervention Support Officers who each hold a case load of approximately ten cases for a period of around twelve weeks. Organisations referring to the team include Midwives. Health Visitors and School Nurses. Multi Agency Safeguarding Hub (MASH), where referrals are assessed as not meeting Tier 4 or Tier 3 thresholds and Schools across the county.

Issues being referred for support include:

- Challenging behaviours in the family home and in school.
- Parenting issues and request for support with managing challenging behaviours.
- Support for emotional and mental health wellbeing for children, young people and their parents.
- Overcoming barriers preventing school attendance.
- Support for parents to manage their finances.
- Most referrals to the team request support for multiple issues.

Feedback from parents who received support:

- Thank you for the wonderful support your service offers. An additional Thankyou to Jodie for being so understanding and helpful, she will be missed by our family.
- Michelle is fantastic at her job. I was reluctant at first but Michelle put my mind at rest and Archie really liked her: she made us both feel very at ease.

- Hayley was supportive to us all, made time to visit around work schedule for us which was very helpful

Feedback from Partner Agencies:

- ‘As a School we recognise that early intervention is key to the success of a families outcome. We always work hard to build a relationship with the family but find some of the difficulties are very much home based around routines and boundaries and having support that is not 'school' is often more acceptable to Parents. ‘We have had several of the EI and ACE Team working with our families, they have always been great to work with’.
- ‘Thank you, Hayley. I had been pulling my hair out for a couple of months trying to get documents from the customer, but Hayley came and sorted it quickly. Communication with the customer was difficult also, so Hayley being the effective middle man was very helpful. 10/10!’
- ‘I have nothing but fantastic things to say about this service. I referred to you for extra support around a range of issues for a family that I have started an EHA for’.

2.20 **EI and ACE Officers - Parenting Workshops** - Online workshops are offered to parents and in this reporting period the team have delivered Self-Care and Managing Challenging Behaviours workshops.

2.21 **Adverse Childhood Experiences Training and Overview of the Service Offer** - All schools across the county have been offered free training to help identify children who are affected by Adverse Childhood Experiences and an overview of the Early Intervention Service and how to make a referral. Since September 2022 we have delivered 8 training sessions to schools. Feedback from the training has been overwhelmingly positive.

- “The ACEs training that we had for all staff in school was very well received and a number of staff commented on how it had helped them in thinking about children and families that might need some extra support or where there may be some emerging need.”
- “I feel the service offered currently is ideal. Not many organisations come visit schools to explain what their services are, which is invaluable as we were unclear what was offered.”
- “The training was clear and easy to follow.”

2.22 **Youth team** - The Youth team receive referrals from professionals concerned with a young person's behaviour or have identified possible risks of exploitation or are worried they are at risk of entering the criminal justice system. The Youth Workers support young people on a one-to-one basis and offer group work with educational input.

One to one sessions - From October 22 – February 23, 66 referrals were received requesting one to one support. Most referrals are made by schools where staff have noticed a change in behaviour. One-to-One sessions are tailored to the needs of the young person and in this reporting period the Youth Workers have covered issues around:

- Gang language and signs.
- Aggression/ violence towards peers, parents, siblings and problematic friendship groups.
- Anti-social behaviour and risk taking.
- Unhealthy and healthy relationships.
- Concerns regarding alcohol/ drug use
- Bullying
- Mental wellbeing
- Self-harm.
- Risks and signs of exploitation.

Group Work sessions - Schools who have identified patterns of behaviour and risk in certain year groups request group work session. Topics covered:

- Sexualised behaviour.
- Sexism, racism, homophobia.
- Violence/ bullying/ fighting.
- Gang related behaviour.
- Self-identity.
- Emotional wellbeing/ regulation.
- Healthy friendships/ relationships.

2.23 **Multi Agency Drop Down days** - This project sees the Youth team working alongside other agencies delivering educational input to whole school year groups. This helps prepare young people in the transition to Secondary School, looking at making positive and safe choices. The input also covers gangs, knife crime, sexual health, contraception and Anti-social behaviour. This project is delivered with the Police, Fire, NGAGE (drug and alcohol service) and Youth Offending Service.

Academies and Schools who have benefited from the Multi Agency Drop Down Days:

Lodge Park Academy, Corby

- Number of young people attending: 135
- Age range: 13 – 14 years
- Topics covered: Online safety (sexting), Knife Crime, Keeping Safe, Positive relationships

Kingswood Secondary Academy, Corby

- Number of young people attending: 180
- Age range: 13 – 14 years
- Topics covered: Online safety (sexting), Positive Relationships, Knife Crime, Keeping Safe

Newton Road School, Rushden

- Number of young people in total: 47
- Age Range: 10 to 11 years
- Topics covered: Anti-Social Behaviour, Child Criminal Exploitation, Child Sexual Exploitation, Racism and Hate crime

2.24 “Effective Justice”

2.25 “Effective Justice”

Nationally, the criminal justice system continues to feel the knock-on effects of the COVID pandemic, and more recently, the impact of the now resolved Bar Association industrial action. New challenges are emerging in relation to the impending local roll out of the national HMCTS Common Platform IT system and the impact on local delivery of the national prison overcrowding crisis. As chair of the Local Criminal Board (LCJB), I have used my influence to make sure that all agencies respond to these emerging issues and remain focused on delivering effective and timely justice for victims.

During 2022, 936 adult conditional cautions, which seek to divert low level offenders away from the criminal justice system, were issued in Northamptonshire. Since April 1st, 2023, 7 new rehabilitative cautions have been introduced, bringing the total number of different caution available to officers to 17. The appropriateness of the making of these cautions is monitored by a multi-agency Scrutiny Panel chaired by a senior magistrate.

Following Home Office and Ministry of Justice “refresh” in the Autumn of 2021, the local Integrated Offender Management (IOM) scheme was established as a partnership between the Force and the Probation Service. The scheme supervises some of the most persistent and prolific offenders in the county, with the focus being on neighbourhood crime (such as burglary and robbery). Since January 2022 the scheme has worked with almost 200 offenders, with 111 currently being managed. An evaluation of the effectiveness of the scheme, using both Police and Probation data is currently being undertaken.

2.26 “Modern Services That Are Fit for Purpose”

2.27 Response to HMICFRS report on culture in the Fire sector - I have been very clear that HMICFRS’s report on culture must be a line in the sand for the fire sector. We are now at a point where we need to have an open conversation about unacceptable behaviour and attitudes in the fire sector. I am genuinely concerned about the findings, and I will absolutely hold the Chief Fire Officer to account for drawing a clear line in the sand at Northamptonshire Fire and Rescue Service. It is absolutely vital that leaders accept the problems, give people the confidence to speak out about unacceptable behaviour and show they will take action. Owning the problem, being clear about the standards that we expect and involving everyone in the solution is the only way to start creating an inclusive culture. I expect to see leaders at all levels in the fire sector nationally, and in Northamptonshire Fire and Rescue Service specifically, step up by setting the tone and modelling the respectful behaviour that people have a right to expect. The public have such trust and admiration for the fire service, and rightly so. But trust must be earned, and confidence is quickly lost. Work to create a fire service with a culture where people come,

stay and do their best work to keep the public safe will take time. I hope this report will be a catalyst to that change.

The report can be read at:

www.justiceinspectors.gov.uk/hmicfrs/news/news-feed/staff-report-bullying-harassment-and-discrimination-in-every-fire-and-rescue-service

3. Holding the Chiefs to account

3.1 Fire Accountability Board 13 December 2022

Draft budget proposals 2023/24 - The Commissioner requested an update to outline the draft budget proposals and requirements for the Northamptonshire Fire & Rescue Service for the period 2023/2024. Included in the update were proposals for required budget for 2023/2024, any requested investment proposals, any proposed or required efficiency or savings proposals and plans. revised realistic capital programme and the revised MTFP. The Commissioner welcomed and thanked the Chief Fire Officer Team and Head of Finance for the work that had gone into the production of the paper presented to him. He was assured by the fact that he now had increased transparency over the true costs of the current chosen NFRS operating model.

He was also assured that it was becoming clearer as to what the additional cost pressures faced this year had resulted from and which was reflected in the draft 2023/24 budget proposals. The Commissioner confirmed that as a principle he was content to support some one-off pressures from reserves but that the current budget request was not affordable based on the current projected figures relating to national and local taxation funding streams. The Commissioner required the Chief Fire Officer to consider options available to him that would allow the Commissioner to agree a balanced budget for the Fire Service for 2023/2024 at the January Accountability Board meeting.

AOB – The Fire & Rescue Service provided an update on the potential for Industrial action. The Chief Officer team are working to understand who is like to work and who is likely to strike. There is a degree of confidence that the Service will be able to maintain 5 – 6 appliances on the run. There was a discussion on the options available through the NFCC and the Home Office to get additional resource which would be explored where possible. The Ministerial expectation is that 25% of appliances will be available nationally. Using the traffic light system, over 30% cover is considered green and 10% red. The Chief Fire Officer agreed to write to the Commissioner to set out the position, his request for funding support and to provide a recommendation for what to do in event of industrial action.

3.2 Fire Accountability Board 10 January 2023

Budget setting 2023/2024 - The Commissioner requires presentation of final budget proposals for Northamptonshire Fire and Rescue Service for 2023/2024 to include the capital programme. plus, treasury management and reserves strategies. The Commissioner recognised and thanked everyone for the significant work that had been undertaken to get the 2023/2024 budget proposal to the current position given the challenging financial times. He acknowledged that this year again demonstrated a better understanding and was pleased with the additional assurance this provided. He

was assured that the budget proposals presented to him allowed him to set a balanced budget but recognised that this still left challenges both in 2022/23 and in the medium-term financial forecast. He agreed to recommendations from the Emergency Cover Review being prolonged to November 2023, to properly inform future budgets. The proposed budget was approved in principle subject to the precept considerations by the Police, Fire and Crime Panel in February 2023.

Performance update report - The Commissioner requested an update of the performance against the measures and metrics contained within the CRMP and internal NFRS performance framework to the end of Quarter 2 for 2022/2023. The Commissioner welcomed the report and that in the next quarter, investments in technology would improve the Services' ability to understand and interrogate their data. He further welcomed the fact that overall incidents were down and injuries from fire related incidents remained low. The Commissioner acknowledged that there had been an increase in fires over the summer of 2022 but accepted that the service understood the reasons for this and were taking the appropriate action. The Commissioner was pleased to see a better understanding of sickness and welcomed the Chief Fire Officer interventions about better supporting and managing the sickness processes. He looked forward to seeing the fruits of this.

Strategic outcomes requirements letter update - As part of the budget setting process for 2022/2023, the Commissioner and Chief Fire Officer agreed a set of strategic outcome requirements outlining areas that were to be delivered in this financial year. The Commissioner requested an update which demonstrates the progress made to date, on the delivery of these agreed outcomes and measures. The Commissioner was assured that the majority of the requirements of the Strategic Outcomes Requirements Letter were being fulfilled. However, he did comment on the need for both Fire and Police to continue to explore the benefits of closer and collaborative working for the community.

Service support standards – The Chief Fire Officer updated the Commissioner on the work relating to Service Support Standards adding that he is fully supportive of moving staff across to Enabling Services as long as they provide a good service.

3.3 **Fire Accountability Board 14 February 2023**

HMICFRS Update - The Commissioner requested an update on the NFRS response to the 2021 HMICFRS inspection of the service. The update should outline the progress made so far in relation to delivery of any improvements required relating to the Cause of Concern and all Areas for improvement identified through this inspection. The report should also provide the Chief Fire Officer assessment on this progress and report any areas where he feels progress is not as expected, the reasons why and provide a timeline for all actions and activities. The Commissioner received two updates in relation to this agenda item, the first covering just the matters within the people and culture Cause of Concern and the second with details of other areas for improvement commented upon in the 2021 inspection. In relation to the Cause of Concern the Commissioner was assured that there was a plan in place to rectify the issues that had been identified but stressed that work needed to continue at pace, not because HMICFRS had identified an issue but because this was the right thing to do, to deliver a fair and inclusive workplace for staff. The Chief Fire Officer advised that he felt the work underway was well placed to address these concerns. The Commissioner was less assured on the additional AFIs, as the paper articulating

progress on these was not of a high standard. He asked a member of his team to seek additional assurances outside of this meeting.

Revised Pay Offer – The Commissioner received an update relating to the revised pay offer made to the firefighters and the timescales set by the FBU for the response. The Chief Fire Officer advised that another Fire Authority have highlighted that due to month end payroll cut off dates, even if members accept the offer, the response timescale set by the FBU (8/3/23) could mean that pay increases and backdated pay would happen nationally in 2023/24. The Commissioner was advised that the cost of the increased offer will also have an impact on the MTFP. Whilst it is expected that additional money from one off business rate surplus for 2023/24 will ease some of the pressure in the short term, there is no extra money assumed in the base budget at this stage. The Commissioner confirmed he is raising this issue with the Home Office as whilst grateful for the support it has previously given to help build Reserves, the additional pressure from the increased pay award will deplete the Reserves they have helped us to build.

3.4 Fire Accountability Board 14 March 2023

Safeguarding update - The Police, Fire and Crime Commissioner sought assurances relating to two aspects of safeguarding and Northamptonshire Fire and Rescue Service. In December 2022, NFRS received an internal audit report relating to safeguarding policy and procedure. While this audit provided an opinion of a satisfactory level of assurance for the adequacy of systems, it only provided for limited assurance in relation to compliance. This was a concern for the Commissioner, and he required an update to include whether the Chief Fire Officer accepts the report recommendations, assurance that these recommendations have been progressed and completed or where this is not the case the reasons for this and completion timescales. The Commissioner welcomed the update and was pleased that the results of the internal self-assessment undertaken using the NFCC toolkit, identified and mirrored the findings of the internal safeguarding audit. The Commissioner was assured that following the self-assessment there were no areas of the national Fire Standard on safeguarding that the service was not compliant with. The Commissioner was pleased that NFRS and Chief Fire Officer has used the internal audit and self-assessment processes to drive forward improvements in the way that services were provided. He echoed observations made by the Chief Fire Officer relating to the positive work being undertaken in communities to safeguard vulnerable people. The update informed a discussion relating to the checking of firefighters and staff through the DBS system and the frequency with which this ought to be done. The Chief Fire Officer stated that this was currently a source of conversation and discussion in his senior team, and it was his intention to bring forward a further paper in relation to this to the Commissioner. The Commissioner was assured by the fact that all firefighters who have joined the Service in the last 14 years have been DBS checked, and those in specialist posts were subject to enhanced DBS checks. He confirmed his position that he would want to ensure all personnel regardless on when employment commenced would be DBS checked and also these would be subject to regular review. He looked forward to seeing an early paper and proposal from the Chief Fire Officer on this subject.

3.5 Police Accountability Board 13 December 2022

Draft budget proposals 2023/24 - The Commissioner requested an updated to outline the draft budget proposals and requirements for Northamptonshire Police for the period 2023/2024. Included in the update were proposals for required budget for 2023/2024, any requested investment proposals, any proposed or required efficiency or savings proposals and plans. revised realistic capital programme and the revised MTFP. The Commissioner welcomed the transparency and thoroughness of the paper and the investment proposals presented to him and thanked all those that had been involved in its production, commending that detailed background work that had been undertaken and that in his view the proposals and work was the best undertaken since he had taken up the role. He fully accepted that albeit best professional estimates had been used, and whilst it was hoped these would be prudent, the paper had been written ahead of the final grant settlement. He acknowledged that there would be some areas due to unavoidable pressures and where possible to do so, he would support the principal of assisting with these from reserves, however he stressed that there would need to be a review of the initial proposals post the announcement of the grant settlement and ahead of the January accountability board meeting, to ensure that he was in a position to agree a balanced budget at that meeting.

The following investment proposals were agreed:

- Occupational Health and Broader Wellbeing - Clinical supervision and broader wellbeing.
- PVP uplift
- SCIU uplift
- Drone capability
- Neighbourhood Alert – Enhanced Survey Tools
- Rapid Video Response

Vetting, misogyny, and misconduct report - The Commissioner had expressed his concern at the findings of this national report. He requested an update from the Chief Constable which outlines his initial considerations of this national inspection report, his view on how this reflects the culture and position in Northamptonshire Police, the actions that he has taken so far since the publication of the report and in relation to the recommendations that relate to Chief Constables, whether he accepts these recommendations, the work underway to implement them, the timescales for this and the processes and governance in place to implement and ensure that they become effective business as usual for the organisation. The Commissioner was sufficiently assured at this time that the Chief Constable accepted all recommendations and that he had reported to him that he was confident that all of these could be implemented, with no barriers in the required timescales. He was assured that the Force response had been robust, was well led and provided some sustainability in implementation. He informed the Chief Constable that he would be seeking a further formal update on progress ahead of the agreed implementation dates for findings and recommendations.

3.6 Police Accountability Board 10 January 2023

Police Accountability Board 13 December 2022 - Budget Requirements 2023/2024 - The Commissioner requests an update in relation to the final budget requirements and settlement for Northamptonshire Police for the financial year 2023/2024 to include treasury management and reserves strategies. The Commissioner thanked the finance teams for the significant work that had been completed to get to the point where, in such challenging circumstances, a balanced budget proposal was presented and which he accepted. Having supported a number of investment proposals, the Commissioner made it clear to the Chief Constable that he expected these to be put into place at pace particularly given that they had been presented as areas of risk. He also made the point that he would be seeking regular progress updates in relation to these, via the accountability board process. The Commissioner was assured in relation to progress on police officer recruitment. The proposed budget as presented in the paper was approved and agreed in principle subject to precept considerations by the Police, Fire and Crime Panel in February 2023.

Performance update - The Chief Constable has adopted a suite of performance measures and targets relating to Force Matters of Priority (KPQ and KPI) for 2022/2023. The Commissioner requests an update that shows performance against these measures and targets to this point. The Commissioner recognised and welcomed the progress that was being made in many areas by the Force in terms of its performance but highlighted that a number of key performance indicators within the Chief Constables Matters of Priority that are not being met at this time. He invited the Chief Constable to consider whether, his Matters of Priority which cover a three-year period, ought to have a KPI that relates to outcomes at the end of that period. The Chief Constable should be able to demonstrate ongoing progress towards them rather than a series of yearly targets. The Commissioner specifically sought additional assurances from the Chief Constable on the progress for his Matter of Priority relating to serious violence.

Strategic Outcomes Letter update – The Police, Fire and Crime Commissioner agreed a strategic outcomes requirements letter with the Chief Constable as part of the budget setting process for 2022/2023. The Commissioner requested an update outlining progress, to this point in implementation and progress of the matters agreed in this letter. The Commissioner was assured that the majority of the requirements and conditions as outlined in this year’s Strategic Outcomes Requirements Letter were being achieved.

3.7 Police Accountability Board 14 February 2023

HMICFRS 2021 PEEL inspection - In February 2022, the Commissioner received an update at the accountability board from the Chief Constable, relating to the HMICFRS PEEL inspection 2021. This updated outlined the approach that the Chief Constable intended to take in the period January to December 2022, in responding to the inspection report. The proposal agreed at that meeting was a series of quarterly activities, ending in December 2022 that fully dealt with recommendations and AFI from the report, in preparation for future PEEL inspections. The Commissioner has received ongoing updates relating to progress but now requires a further report that outlines the progress made against the agreed timelines presented in February 2022, seeking confirmation that all activities have been completed, providing an explanation as to why where this may not be the case and expected completion timescales. The

Commissioner would also expect this report to provide a view and opinion on the Force readiness for the next PEEL inspection, and the Chief Constables view of the position of the Force in terms of improvement relating to it. The Commissioner received a comprehensive update concerning the progress made by the Force relating to AFI from the 2021 HMICFRS PEEL inspection and preparations for the next inspection process. The Commissioner was impressed and assured with this new approach. He stated that he felt that preparations and responses were better than at any time he had seen in his tenure as PFCC and thanked the Chief Constable for this. He was further assured that there was a high level of confidence that following a recent visit to the Force from HMICFRS liaison officers a number of the AFIs were likely to be signed off ahead of the next PEEL inspection. While it was accepted it was never possible to predict the exact findings of HMICFRS in any inspection, the Commissioner felt that the Force was well prepared for the future inspection.

HMICFRS inspection into burglary, robbery, and acquisitive crime - In August 2022 HMICFRS released a report relating to burglary, robbery and acquisitive crime and police forces response to it. It contained 2 recommendations to be implemented by all Forces by March 2023. The Commissioner requested an update that highlights the Force position in relation to these two recommendations, whether they were already compliant or, if not the action taken to make sure that this is the case. If the Force is compliant then the paper should provide the evidence to demonstrate this. He also requested reassurance that the Force have used this report as a process map to assure itself that it is as effective as possible in the recording of and response to these types of crime. The Commissioner was largely assured that the Force could demonstrate compliance with the two recommendations that arose from the report it related to. He acknowledged the improvements that had been made in relation to the management of offences of burglary. The Commissioner felt that compliance with Recommendation 1 was stronger than with Recommendation 2 and expressed some concern about the levels of vehicle crime and robbery and the recent response to the latter. He stressed the point made by PF that the report was about the harm caused by SAC offending; an area where most Forces did a poor job. He awaits with interest, for improvements, as neighbourhood teams expand further and respond to these offences as described. The Commissioner stated that he would await the linked update in relation to CSI attendance at the March accountability board meeting before deciding whether to ask for a follow up on this paper.

Police Firearms Licensing report - The Commissioner has previously received updates from the Chief Constable in relation to the backlogs in the firearms licensing department. In September 2021 he received a formal paper relating the following:

- the workload of the firearms licensing department and how this might have changed over the last 3 years.
- the average times taken for all applications, renewals and other licensing activity and how this has changed over 3 years. The recovery plan to rectify the identified issues with clarity over the ambition for timescales for firearm processes and timescales for clearing any existing backlogs to achieve these.

The Commissioner was assured that backlogs would be reduced to pre Covid levels by December 2021. He now requests a further additional update relating to this matter that covers the current position relating to 1 and 2 above as well as backlog levels at this point and back to and inclusive of 2019. The Force provided an explanation as to why a backlog still existed in the processing of licences along with assurances from the Chief Constable that this matter was now gripped with a target of eliminating

backlogs by early April 2023. The Commissioner reminded the Chief Constable that he was given a similar promise in September 2021, and this had not materialised. He welcomed the peer review and the transparency that this would provide. The Commissioner requested a further update on this matter and a presentation of the peer review findings at the June accountability board meeting.

3.8 Police Accountability Board 14 March 2022

Forensic Hits Process - In May and November 2022, the Commissioner received updates from the Chief Constable in relation to the performance of EMSOU (FS) at crime scenes in the County. Following the most recent of these it was agreed that the Force would undertake:

- An end-to-end review of the manner in which fingerprint and forensic hits were managed, with a view to making recommendations and amendments to make this more efficient and if possible, harness greater levels of detection
- Review the processes for CSI crime scene attendance for commercial burglary, to ascertain if improvements can be made to that process.

The Commissioner requested an update outlining the findings of these reviews, what actions have been undertaken as a result and the result of these from November 2022. The Commissioner commended the Force for its very honest and open update on this subject. He was assured that the Force had undertaken a thorough review of the 2 areas that were referenced in the report and while the findings were largely positive had identified some areas where they could improve and had implemented interventions to do so. The Commissioner was keen to understand whether further work could take place to prevention activity, especially in relation to commercial burglaries and was informed by Detective Superintendent Tompkins that this was work already receiving consideration through Operation Crooked, managed by himself.

Update report in relation to actions from vetting, misogyny and misconduct inspection report - In December 2022 the Commissioner received a formal update from the Chief Constable, following the publication of the HMICFRS inspection report into vetting, misconduct, and misogyny in the police service. At that time, he was assured that the Chief Constable had responded robustly and positively to that report and a number of related wider issues, and that the Chief Constable informed him that all recommendations requiring action by Forces would be implemented by their due and expected date. All were required to be implemented by April 2023 at the latest. The Commissioner now requested a further update related to whether or not all recommendations are fully implemented, how any improvements are reality tested to demonstrate that they make a difference and an update on the wider work of Operation Admiral. The Force were able to report that they were leading the way in a response by the creation of a dedicated team under Operation Admiral and elements of this has already been identified nationally as good practice by NPCC and HMICFRS. The Force reported to the Commissioner that of the 43 recommendations in the report, 28 related to Chief Constables and these 28 recommendations were due to be implemented by dates in April, October, or December of this year. Most of these were already completed and many had allowed the Force to better identify any risk and mitigate it. The Commissioner was provided with assurances that front end vetting processes were strong, and all staff had a current live vetting status, so were all in date. There were two recommendations that may not be fully compliant with by the

due date, but these were discussed in detail and rationale for this explained with at least one of these being for reasons outside of the Force control. The Commissioner thanked the Deputy Chief Constable for the work on this agenda and was assured at this point. He observed that he may revisit this subject in coming months.

4. **Summary of PFCC Decisions taken**

- [Decision Record Number 316 - Provision of Body Armour with Mehler Vario](#)
- [Decision Record 317 Variation to DMS-Crown Computing Contract to Allow for Testing](#)
- [Decision Record 318 ID Scanning Technology with GB Group plc](#)
- [Decision Record 319 Contract Extension for Storm Support and Maintenance with SCC plc](#)
- [Decision Record 320 DDT Resourcing with Reed Talent Solutions](#)
- [Decision Record 321 Contingent Labour with Adecco](#)
- [Decision Record 322 Variation to EAP with Health Assured](#)
- [Decision Record 323- Grant Agreement with Life Education for SA and SV Prevention in Schools](#)
- [Decision Record 324 - Sailpoint Identity Now with Softcat](#)
- [Decision Record 325 - Firearms Command Training Courses with Calder Conferences](#)
- [Decision Record 326 - Vetting Management System](#)
- [Decision Record 327- Extension of Temporary Labour Contract with Brook Street](#)
- [Decision Record 328 - Neighbourhood Alert System with VISAV](#)
- [Decision Record 329 - Variation to supply and Fit of Vehicle Telematics with UK Telematic](#)
- [Decision Record 330 - Installation of Alleygates with Jeakins Weir](#)
- [Decision Record 331- Variation of Insider Threat Monitoring and Auditing with Corporate IT Systems](#)
- [Decision Record 332 - Variation of Firewalls in FCR Contract with CAE Technologies](#)
- [Decision Record 333 - Children Young People Counselling with Assist Trauma Care](#)
- [Decision Record 334 - Police Precept 2023-2024](#)
- [Decision Record 335 - PDR Talent Management and Feedback with Head Light](#)
- [Decision Record 336 Retail Crime Evidence Gatherer 23-24 and 24-25](#)
- [Decision Record 337 - Variation of GPS Tagging Contract with Buddi Ltd](#)
- [Decision Record 338 - DPS Agreements to Onboard Suppliers to the DiTED Framework with Lazarus and CDS](#)
- [Decision Record 339 - Contract for Safer Streets 4 CCTV Motorbike Track and Gym Equipment with NNC](#)
- [Decision Record 340 - MOU for Funding of a Police Analyst Post with East of England Probation Service](#)
- [Decision Record 341 - M365 True Up Licences with CDW Ltd](#)

- [Decision Record 342-Digital Team Consultants with Consultancy Plus-Reed Talent](#)
- [Decision Record 343 - Variation to ICCS Cortex Maintenance with NEC Software](#)
- [Decision Record 344 - Variation PSD Pronto App with Airwaves Solutions](#)
- [Decision Record 345 - Contract for Delivery of Non Violence Resistance Programme with Rise Mutual](#)

Key Fire and Rescue Decisions

- [NFRS Decision Record 88 Gas and Electricity Supply with Laser](#)
- [NFRS Decision Record 89 Microsoft Licences with Softcat](#)
- [NFRS Decision Record 90 Extension of Firewatch Contract with Infographics](#)
- [NFRS Decision Record 91 Variation of Recruitment Module with Softcat-Oleoo](#)
- [NFRS Decision Record 92 Fire Estate Enhancements](#)
- [NFRS Decision Record 93 Contingent Labour with Adecco](#)
- [NFRS Decision Record 94 - Variation for supply of Liquid Fuel with Your NRG](#)
- [NFRS Decision Record 95 - Extension of Vehicle Servicing and Parts with Truck East](#)
- [NFRS Decision Record 96 - Contract for Upgrades to Fire Estate with MJE Construction Ltd](#)
- [NFRS Decision Record 97- Fire Precept 2023-2024](#)
- [NFRS Decision Record 98 - CFRMIS Upgrade with Civica](#)
- [NFRS Decision Record 99 - Command and Effective Command Courses with K Lamb Associates](#)

5. Recommendations

- 5.1 That the Northamptonshire Police, Fire and Crime Panel considers the content of the report and its appendix.

Stephen Mold

This page is intentionally left blank

Appendix 1:

POLICE, FIRE AND CRIME PLAN

Q3 22/23

PERFORMANCE REPORT



PERFORMANCE REPORT: Introduction

The Northamptonshire Police, Fire & Crime Plan 2021-2026 sets out five priority areas:

PRIORITY 1: Prevention that keeps the county safe

PRIORITY 2: Effective and efficient response

PRIORITY 3: Protect and support those who are vulnerable

PRIORITY 4: Effective justice

PRIORITY 5: Modern services that are fit for the future

Within these priorities, the Office of the Police, Fire & Crime Commissioner (OPFCC) monitors Northamptonshire Police in respect of repeat victimisation, fraud, crime prevention, workforce recruitment, burglary, vehicle crime, anti-social behaviour, neighbourhood policing, violent crime, rural crime, knife crime, domestic abuse, positive outcomes, investigations of crime and disruption & detection of crime. Public confidence, emergency response times, early interventions and workforce characteristics are also monitored.

The OPFCC also monitors the Northamptonshire Fire & Rescue Service in respect of prevention activity, workforce capacity, emergency cover, specialist skills collaboration, safeguarding and response.

There are no numerical targets set within the Police, Fire & Crime Plan.

Instead the plan monitors Northamptonshire Police and Northamptonshire Fire & Rescue Service for continuous improvement. The OPFCC recognises that monitoring performance in relation to police, crime and fire and rescue services is complex and in many cases cannot be determined with a single indicator. Therefore this performance report, which informs the Police, Fire and Crime Panel, is based on a range of indicators that demonstrates all aspect of the PFCC's priorities are tracked.

This performance report will focus on the key (not all), performance indicators which are tracked for statistical exceptions from the reporting period (based on 12-month performance), as well as highlighted activities during the period, from my office, Northamptonshire Police and Northamptonshire Fire & Rescue Service.

In terms of statistical exceptions, where a performance indicator moves outside of this range, performance is termed 'exceptional'. This does not necessarily mean performance is good or bad, but that variation is greater than normal.



Q3 22/23 **Fire** Priority Commentary

At a Glance:

Diversify prevention activity into a wider range of topics: The prevention strategy has been developed around 5 priorities including road & water safety education as well as fire.

One of the priorities centres around early interventions and youth engagement, which is built around the pillars of resilience and involves working closely with the OPFCC Youth Team and other partners to identify and work with target groups of young people. Dependent on need

Reduction in arson is another priority and is strongly linked to ASB. Themed proactive work around safer neighbourhoods is strongly linked to ASB reduction and regularly feeds Community One for partnership tasking. Work is currently being undertaken to understand seasonal peaks in arson that may be related to youth Anti-social behaviour to inform wider problem solving and inform the Place delivery for the Integrated Care Northamptonshire strategy. NFRS is part of a cohesive approach with local authority and police partners deliver safety education in county schools, ensuring that relevant seasonal topics including deliberate fire setting and water safety are covered at appropriate times of the year.

Themed work regarding safer homes is also undertaken in parallel with work relating to Domestic Abuse and Child Protection. Through the Fire Service's fire safety programme, as part of their home fire safety visits (HFSV), the service provides assistance regarding prevention and the safety of medical equipment and devices such as airflow mattresses and home oxygen. This forms part of the nationally agreed core components for a HFSV. Enhanced HFSVs delivered by a central team incorporate advice on preventing domestic burglary, doorstep crime and fraud on behalf of the police.

Linked to this work, the service is a productive partner of the Northamptonshire Safeguarding Adults Board, and has launched the Hoarding Framework and associated guidance to ensure that partners work together to safeguard occupiers and to reduce the different risks associated with hoarded, neglected homes. The new Serious Violence Duty has now been launched, and as the Fire Authority is a named statutory agency. NFRS is working with partners to develop a Joint Strategic Needs Assessment and strategy to reduce violence in the county.

Further increase the involvement of our staff in prevention activities to target risk in our communities: Other than HFSVs and HMO checks, the Fire Service's plans to widen community engagement includes engaging with seldom heard community groups and to undertake community safety activities based on local risk and national campaigns. Recent examples include the Rushden station targeting Rushden Lakes leisure complex throughout the summer period, supporting evacuation exercises at the local cinema, and carrying out water safety engagement targeted at youths. The Kettering station supported two local voluntary sector groups, John's Happy Place (mental health day centre) and St Edwards Church Hall (pop-up café for the homeless) to deliver appropriate safety advice which are aligned to national campaigns regarding the homeless. During Q3 the Joint Communications Team worked with the Service Delivery Management Team to introduce the "Community Champion" awards which were aimed at showcasing best practice relation to community safety initiatives led by operational staff, over and above the targets set out in their local area operation plans. The nominations are made by Prevention or Protection team specialists who identify outstanding performance (over and above BAU) in operational teams. Nominations for this quarter showcased Kettering blue watch who had identified a group of vulnerable people at a local sheltered housing complex who they identified were being targeted by criminals, they were able to offer fire safety advice and also linking in with local policing to safeguard the residents from crime. In addition, they had safeguarded a vulnerable young child and held a fire-setter intervention with two young people following two operational incidents.



Q3 22/23 **Fire** Priority Commentary

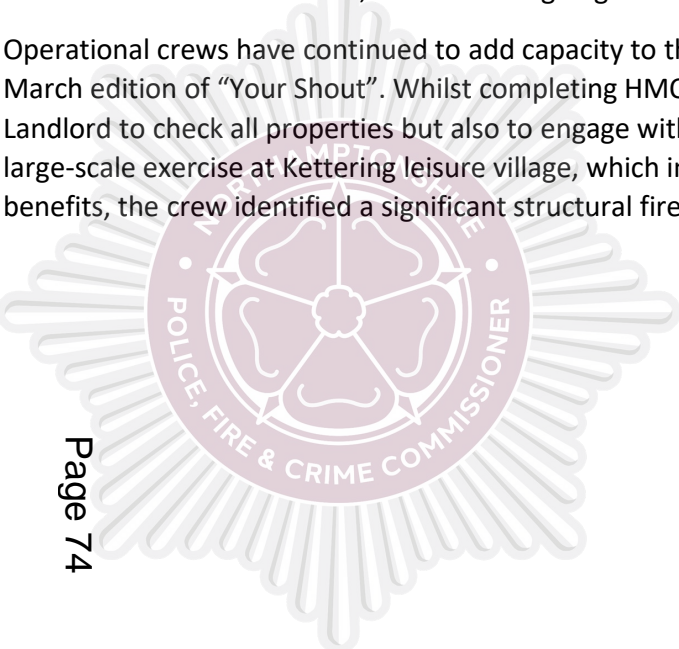
At a Glance:

Increase organisational capacity in protection, ensuring our warranted Protection Officers can focus on the most complex areas: Protection have maintained the number of warranted Fire Protection Officers (FPOs) who can undertake complex and enforcement related activity. Training and continuous personal development has been undertaken to maintain and develop the specialist skills within the team.

By the end of Q3 2022/23 the protection team had delivered the following:

- **634** inspections within the Risk Based Inspection Plan (RBIP)
- **130** targeted risk management jobs were completed. This activity is in response to emerging local and/or national risks.
- Reacted to and investigated **71** concerns of poor fire safety standards, brought to our attention by 3rd parties.
- **99.1%** of consultations, under Building Regulations, were responded to within the initial 15 days.

Operational crews have continued to add capacity to the NFRS Protection team during Q3. Two examples were nominated for the “Community Champion awards, which were showcased in the March edition of “Your Shout”. Whilst completing HMO checks, Operational staff at Moulton identified a Landlord of HMOs that specialised in homing Vulnerable adults, they worked with the Landlord to check all properties but also to engage with all the vulnerable adults, who were invited to Moulton Fire Station for follow up Fire Safety visits. Meanwhile a crew at Kettering, arranged a large-scale exercise at Kettering leisure village, which included partnership working opportunities with both the local commerce and other blue light responders. In addition to the operational benefits, the crew identified a significant structural fire protection issue at the venue.





Q3 22/23 **Police** Priority Commentary

At a Glance:

Reduce Repeat Victimization: Over the past year repeat victim rates across all risk levels continue to fall. Domestic abuse demand has remained lower than the Force’s forecasts and is counter to the expected national trends. However there are concerns with potential under reporting which is being reviewed by the force. My office will continue to monitor and support the Force to enable victims of domestic to have the confidence to come forward and report harm. The VAWG agenda remains of focus nationally. Myself and the Chief Constable take this seriously and it is and will remain a Force Matter of Priority.

Deliver and maintain the ANPR network in Northamptonshire to ensure it supports the prevention, disruption and detection of crime: At the end of December 2022, the ANRP camera network across the county stood at 284 across 256 different sites. Over the last 12 months, the ANPR network in Northamptonshire has expanded by 9 sites and multiple cameras. The new cameras marked a £1.3m investment by the Fire and Crime Commissioner and the Chief Constable and has already made a significant contribution to tackling crime in the county. Some of the benefits include substantial increases in terms of ANRP interactions and positive outcome rates. As an example the Roads Policing Team (RPT) shows 395 ANPR interactions at the end of February 2023 compared to 29 during the same month in 2022. In terms of maintaining the network, Northamptonshire Police continue with their replacement and expansion programme for the cameras, this includes recently recruiting an engineer to ensure the cameras are in the best condition they can be and tested to Home Office standards.





Q3 22/23 **Working Together** Priority Commentary

At a Glance:

Give people the opportunity to participate in schemes that make the county safer: More volunteers have joined a group that helps me ensure the rights, welfare and dignity of people held in police custody are being maintained. The 13 newcomers have joined the Northamptonshire Independent Custody Visiting Scheme, which enables me to hold the Chief Constable to account on behalf of the public, in discharging my statutory duty to ensure compliance with rules and regulations regarding detained persons. More information can be found below:

- [Newsletter - December 2022 - Northamptonshire Police & Fire Commissioner \(northantspfcc.org.uk\)](https://www.northantspfcc.org.uk/newsletter-december-2022)

Subscribers to neighbourhood alert continues to grow with over 30,000 subscribers in the county, allowing them access to both information on crime prevention and what local police officers are doing in their local community.

Ensure that people have access to information and support to help them prevent crime and keep themselves safe: Workshops to help male students better understand sexual harassment and abuse against women are being held at Northampton College, encouraging them to challenge or intervene when they see inappropriate behaviour. The workshops are being funded by my office as part of a programme to tackle harassment and cultural attitudes towards women and girls. It is part of the ongoing Safer Streets project being delivered across the county. Training sessions for more than 600 students will take place in the coming months and 10 teachers will also be trained in this area of work to ensure that the project continues into the future. Fuller details can be found in this link::

- [Newsletter - January 2023 - Northamptonshire Police & Fire Commissioner \(northantspfcc.org.uk\)](https://www.northantspfcc.org.uk/newsletter-january-2023)

Invest in target hardening schemes in areas of the highest risk to reduce crime: During Q2 22/23, my office was successful in bidding for more than £600,000 to spend on the Queensway estate, Wellingborough from the Home Office. This is the third time my office has been successful in bidding for money from the Safer Streets fund to tackle acquisitive crime such as burglary, bringing the total brought to the county to more than £3.3 million since 2020. The current scheme includes security enhancements on the Queensway estate, consisting of around 650 new doors for properties in Kiln Way and Minerva Way, in partnership with Greatwell Homes. Alleys in the Shelley Road area will be gated, while security lighting will be fitted to some properties. There has also been a significant roll out of security products to residents. As of the end of March 2023, over 400 doors have been fitted along with in excess of over 100 lighting units allowing my office to claim the full grant awarded from the Home Office Safer Streets fund. My office also supported bids that are being led by WNC and NNC to improve security and reduce crime in Bellinge/Blackthorn in Northampton and the William Knibb ward in Kettering.

Develop the way that we share critical data between both organisations and with other partners: Over the past 15 months further benefits continue to be realised with the data teams now being brought into the Digital, Data & Technology department under Programme Unity. As of the 25th November 2022, the programme achieved £2.3m of cashable and efficiency savings since inception, far exceeding the business case expectation of £163k by the end of 2022/23. Ways to leverage further collaboration continues to progress. An example of this is the 'guest access' function within the Microsoft365 platform to be incorporated between my office, Northamptonshire Police and Northamptonshire Fire & Rescue Service on Teams. Guest access provides joint access to documents in channels, resources, chats and applications. The OPFCC's Digital & Technology Delivery Manager is an integral part of overseeing this transition to a more digitally enabled blue light service, ensuring collaboration where appropriate.



Q3 22/23 **Fire** Priority Commentary At a Glance:

Emergency Cover Arrangements: Timescales and revised TORs are in production for the review of emergency cover. Demand analysis has been completed with a view to consideration of a variety of scenarios or change. The new Chief Fire Officer is currently reviewing the work already undertaken in readiness for presenting the final outcomes to the Commissioner later in the year. The OPFCC are receiving regular updates on progress, the final report with recommendations is expected to be presented to the Fire Accountably Board during the Autumn as per agreed timescales.

Risk Profile of the County: We published a new Community Risk Management Plan (CRMP) in April 2022. The CRMP was published after a public consultation and covers a three-year period up to 2025. The plan links to the Police Fire & Crime plan and is supported by the Chief Fire Officer Vision 25 document. Following the publication of the profile, I have agreed with the Chief Fire Officer's recommendations, such as redeployment of resources.

A review of the reporting on Standards of response (SOR) times was carried out following Q2. This led to the Q2 SOR time being amended to 10:31. The Q3 SOR time remained unchanged at 10:31. The reasons for this were reviewed and the following was noted. Call handling and turnout time was within the agreed 90 secs target. For Q3 the turnout average time was 1 min 25 secs, a 4 second improvement on Q2. Call handling, turn out times and overall response times are now visible to Station Managers, who utilise the data to discuss performance with their local response managers on a monthly basis.

Collaboration Working: NFRS are fully embedded within the revised partnership structure to support a collaborative approach to minimise risk within the local community. Protection and Response are delivering the HMO inspection programme, maximising the opportunity also identify and deliver HFSVs.

The service continues to work with Northamptonshire Police to identify further opportunities to support a more efficient and effective use of resources through the interoperability board, with a key focus on developing collaborative response models and joint community safety initiatives alongside wider joint opportunities to improve our service to the community and reduce risk.





Q3 22/23 **Police** Priority Commentary At a Glance:

Police Officer Recruitment: Latest data from the Home Office as part of the Police Uplift Programme, shows Northamptonshire Police currently having 36.5% of female officer representation. The recruitment of female officers is on an upward trajectory with aspirations for the force to move towards the representation of the County female population of 50.5%. Similarly the force has aspirations to be representative of the county's BAME population of 8.1% and is currently achieving 4.38% (4.30% in September 2022). Both of these aims are a large undertaking both at a local and national level and could potentially take several years to mirror the county's population, however the Force with the support from my office has a proactive positive action team to achieve these aspirations.

Strengthen Local Policing: The Home Office set Northamptonshire Police an uplift target of 1,480 officers by the end of 31st March 2023, however the Chief Constable and myself had a shared vision to push this further by having over 1,500 police officers during the same timescales. At the end of February 2023, the official headcount was at 1,522 (1497.9 FTE) with clear indications that this will be further exceeded by the of the financial year 2022/23.

At the end of February 2023, the Force had 75 PCSOs with a further intake of 12 planned for April 2023. This is further intake planned for October 2023, with the recruitment window opening in May 2023.

Neighbourhood Crime (burglary, vehicle crime & anti-social behaviour):

Based on the Home Office's Digital Crime and Performance Pack, which uses data to track progress against the national crime and policing measures, the pack shows that the Force continue to perform well and are still recording the joint biggest reduction nationally for Neighbourhood crime against the national baseline. The baseline reduction was -44% and significantly above the -22% reduction seen nationally. Reductions are diminishing both nationally and in Northamptonshire. While we are still showing reductions against the national baseline, we're seeing increases over a rolling 12 month period of neighbourhood crime. At the end of December 2022, theft of motor vehicle (TOMV) has increased by 29.4% over the last 12 months and showing early indications of a step change in vehicle crime. Most TOMV are motorbikes rather than cars and the rise in TOMV has similar correlations between the price of second hand vehicles and the shortage of new cars being built due to supply issues, however more understanding by the Force is required. My office will continue to monitor the trend of vehicle crime closely. The Force and OPFCC are working on both targeted interventions and a prevention campaign.

Neighbourhood Policing: At the end of December 2022, response times continue to be slower than the previous 12 months. The Force are seeing increasing demand pressures with Grade 1 (G1) demand and despite improvements in December, times are still lower than 2021. Increased calls for service has impacted on all response times, especially Grade 2 (G2), which are 15 minutes slower than in 2021. Overall, the G1 urban 12-month rolling average response time was 12 minutes & 45 seconds which is slower than the previous 12 months (12 minutes & 4 seconds), with the biggest increases in times generally being seen within the West LPA. I have set clear expectations with the Chief Constable that I do not expect response times to increase further, and that I will be reviewing 'response' with a holistic approach such as improvements with investigation standards and progress being made with victim satisfaction levels.



Q3 22/23 **Working Together** Priority Commentary

At a Glance:

Communities Accessing Information:

Recent articles ensuring communities have access to information about the activities that police officers and fire crews have undertaken in their area are as follows:

- [Newsletter - February 2023 - Northamptonshire Police & Fire Commissioner \(northantspfcc.org.uk\)](https://www.northantspfcc.org.uk/newsletter-february-2023)

Road Safety Fund: My office continues to award grants through the Road Safety Community Fund of between £500 and £5,000 that help to support the Northamptonshire Strategic Road Safety Plan, developed by the Northamptonshire Safer Roads Alliance (NSRA). In order to secure a grant, a local community simply has to identify a local road safety issue, along with a plan to resolve it. The funds that support these grants are taken exclusively from fines of people who attend speed awareness workshops within the county of Northamptonshire. Information on the grants awarded to date are detailed within the link below:

- <https://www.northantspfcc.org.uk/road-safety-community-grants-awarded-final/>



PERFORMANCE REPORT: Protect & Support those who are vulnerable



Q3 22/23 **Fire** Priority Commentary At a Glance:

Further develop the fire service role and expertise in safeguarding:

Northamptonshire Fire and Rescue Service to meet and exceed the national Fire Standards for Safeguarding

- Safeguarding Standard Gap Analysis completed, one area outstanding to be discussed at Safeguarding Management Group, likely to be led by Enabling Services in relation to DBS checks.

Northamptonshire Fire and Rescue Service to develop a training needs analysis and implement planning for any gaps which are identified as a result of the analysis.

- Training Needs Analysis completed, NFCC Train the Trainer levels 1-4 safeguarding completed by 2 x DSLs at NFRS. Since then, Level 2 training for supervisors rolled out. Level 3 completed by all relevant staff, provided by NSAB and NCSP. Level 4 training to be delivered by NSAB to relevant DSLs and Strategic lead in Q3 and Q4.

Broaden protection activities into areas such as HMOs: The Fire Service has regulatory powers that apply only to the common and shared areas of HMOs such as kitchens and within the last 12 months, 62 HMO protection checks were undertaken by Northamptonshire Fire and Rescue Service around the county. The Fire Protection Officers work with landlords to provide informal assistance and information to make sure that they understand how to make their HMOs as safe as they can be and also allows the Officers on safety throughout the property, not just the shared, communal areas. An example of the additional value these checks can have has been highlighted recently at an HMO which provides accommodation for adults with learning difficulties. In addition to the check being undertaken on the fire safety within the premises, crews engaged with residents, providing advice and information regarding fire appliances and have subsequently arranged for a station visit to occur. The Service are now leading on the additional premises overseen by the same housing group. The opportunity for landlords of HMO's to contact the service and ask for a protection check within their premises is to be promoted again, with an intent to raise this at local authority landlord forums where possible. The protection team are exploring additional opportunities to work with crews that would allow them to undertake protection activities within the community and promote positive fire safety standards within key premises.

Work with housing providers, developers, and businesses to minimise risk and keep people safe: We previously informed the panel of the initial success of a new guidance tool NFRS had developed, a guide to assessing occupancy levels in licensed premises. The tool provides audio, visual and written guidance for public assembly buildings.

The popularity of this guidance has continued to grow with the number of hits being more than 5,500 during Q1 to Q3 2022/23. This has been a significant response and we will be looking to continue this trend and develop similar tools to help organisations understand fire safety, manage their risks, and comply with their legal obligations.

More information about the guidance and to access the video can be found at: <https://www.northantsfire.gov.uk/guide-to-assessing-your-occupancy-limit/>

PERFORMANCE REPORT: Protect & Support those who are vulnerable



Q3 22/23 **Police** Priority Commentary At a Glance:

Deliver robust enforcement & awareness campaigns to reduce the number of knives on our streets: Levels of knife crime are continuing a downward trend and remain below forecasted levels by 9.2% and the Force are on target to make further reductions by the end of 22/23. 'Threat' offences account for the majority of knife crime demand within the county rather than 'actual' usage offences, which remain low. The offender repeat rate for under 18's continues to rise and has increased by 32% over the last 12 months which is a concern. Serious violence is a matter of priority for the Force and it is highly important that repeat perpetrators are tackled, especially those who are under-18, as doing so would have a great impact on the overall demand reduction and decline in harm caused by knife offences. Youth and knife crime now forms part of the definition of serious violence which will be tackled under the Serious Violence Duty. Under 18 knife crime will certainly be strongly considered when carrying out a Strategic Needs Assessment for the serious violence duty. In terms of perpetrators being brought to justice, at the end of December 2022, 26.8% of knife crimes were positively resolved over a 12 month period and is above the 2021/22 baseline figure of 26.7%.

In November 2022, Children and teenagers from two Northamptonshire estates took part in a football tournament which also helped educate them on the dangers of knife crime and joining gangs. The tournament was organised as part of a Week of Action by Northamptonshire Police targeting serious violence - and saw 75 young people from Blackthorn in Northampton and Hemmingwell in Wellingborough come together for a friendly tournament at Northampton Academy. Serious violence is a priority for the Force and the Office of the Police, Fire and Crime Commissioner (OPFCC), and the Blackthorn and Hemmingwell estates were selected for the scheme as they have higher levels of gang related activities than many other areas in Northamptonshire

Reduce harm from domestic abuse, pursuing perpetrators, supporting victims, and using rehabilitation and prevention programmes to improve positive outcomes for victims: Over the last 12 months, repeat offenders have reduced in comparison to the previous 12 months and on a downward trend. At the end of December 22, arrest rates for standard (29.3%) and medium (56.1%) risk, both rose to some of the highest on record. High risk arrest rates also increased to 82% and above the previous 4 financial year average. For the second quarter in a row, domestic abuse demand has remained stable and slightly below forecasted levels. Demand was expected to return to more normal levels during the Christmas period, however this didn't materialise. With this being the second seasonal spike not to materialise, there is a concern that demand is becoming more unpredictable. This will continue to be monitored closely.

The positive outcome rate in the last 12 months was at 13.2% and continues to remain stable and higher than previous financial years.

In terms of victim support into the Sunflower Centre, referrals from repeat victims remains stable with just over 60% of referrals into the service coming from repeat victims. All referrals into the Sunflower Service are subsequently contacted by the team for support, advice and safeguarding.

PERFORMANCE REPORT: Protect & Support those who are vulnerable



Q3 22/23 **Working Together** Priority Commentary At a Glance:

Continue to invest in support for families to reduce exclusions from school, involvement in crime & to mitigate the impact of DA: The ACE Early Intervention team continue to provide early intervention in domestic conflicts by supporting families with family and individual support which includes advice and guidance on a range of issues such as domestic abuse, health relationships, parenting, online safety, mental health of the parent or young person, substance misuse, parenting issues and school exclusions. To date, just under 1,400 family referrals have been made into the service since February 2019, with 72% being accepted and worked on by the team. Of all the accepted referrals, 91.3% (919) have been closed, with all presenting needs having been met following early intervention family support.

Continue to invest in provision for young people, to prevent them from becoming involved in, or victims of, crime with a specific focus on the impact of knife related crime: The OPFCC Youth Team continue to work with individuals within smaller groups and on a one-to-one basis where the team have established positive working relationships with a multitude of schools in areas such as Corby, Daventry, Kettering, Northampton, Rushden and Wellingborough. To date, the team have received over 750 referrals and the individuals who finish their interventions through group work or one-to-one sessions continue to make progress. Over 80% of the 170 most vulnerable individuals have noticed an improvement within subject matters such as 'physical health', 'being safe', 'relationships' where you live' and 'friends' following interventions with the youth service and positive actions the individuals have taken.

Work with partners to tackle some of the entrenched issues in our communities and improve use of collective resources to support the most vulnerable: My office continue to use our convening powers by bringing together statutory partners on the new Serious Violence Duty which came into force in January 2023. A Strategic Needs Assessment identifying the key areas for development under the duty (including VAWG, Knife Crime, Violence against the Person) is currently underway with a coordinated partnership investment and delivery plan which needs to be in place by January 2024. An away day with statutory partners took place on the 8th March 2023, where representatives helped make decisions on how this new duty should be taken forward.



Q3 22/23 **Fire** Priority Commentary At a Glance:

Ensure that enforcement activity in relation to fire safety legislation priorities public safety: Under The Regulatory Reform (Fire Safety) Order 2005, all enforcement and formal action must relate to the protection of life. In Q1 to Q3 2022/23, 25 enforcement notices were issued, 13 prohibition/restriction notices and 115 informal notifications of deficiencies.





PERFORMANCE REPORT: Effective Justice

Q3 22/23 **Police** Priority Commentary At a Glance:

Increasing positive outcome rates for victims of crime: The percentage of crimes in the county that resulted in a positive outcome are continuing to improve and for the year to date (December 22), stands at 14%. This has reduced slightly in comparison to the previous quarter, however this is in line with the national trend which has also experienced a decrease during the period. At the end of Q3 2022/23 the Force remains in a strong national position and one of the leading forces, where they are ranked 8th nationally and currently 3rd within our MSG.

Guilty pleas at first hearing in both the Magistrates and Crown Court have seen recent improvements during the quarter. The county are now above both the national and regional averages where we've recorded the 6th best percentage nationally at the Magistrates and 7th best at the Crown Court. This will continue to be monitored and discussed further at the East Midlands Local Criminal Justice Board on a monthly basis. This is a good proxy measure for the quality of investigations.

Monitoring the quality of investigations and work to further improve standards: In the latest twelve months, the amount of criminal investigations closed because of 'evidential difficulties' remains stable overall, however the force remains above the national average for cases where a suspect has been identified and the victim supports action. We're currently ranked 34th nationally, however we're slowly improving towards the national average. With evidential difficulties where a suspect has been identified but the victim does not support further action, we're currently below the national average and ranked 19th nationally. We continue to monitor this to ensure we're not losing opportunities to prosecute offenders.

Of our positive outcomes, at the end of December 2022, 32.5% were charges and the county are currently ranked 13th nationally, with the Force one of only 10 forces to see an increase in their annual charge rate.

At the end of December 22, conviction rates are currently higher than the national average for both Magistrates and the Crown Courts. Conviction rates are below the 2019 baseline, however this is a national issue, not just the county. This is largely down to delays to hearings, which have a significant impact on victims and witnesses. The OPFCC will continue to monitor the criminal justice system and platform its concerns at the Local Criminal Justice Board.



Q3 22/23 **Working Together** Priority Commentary At a Glance:

Working with partners to ensure justice is as swift as possible: Elements of the criminal justice system continue to perform at below pre-COVID levels and are likely to remain so for the foreseeable future. Time to first listing is continuing to remain a national outlier with 44.2 days; this is a decrease from the previous quarter, however remains above the pre COVID baseline and is significantly above the national (24.9 days) and regional (28.8 days).

The Local Criminal Justice Board (LCJB) regularly discusses performance but has no common data set or list of key measures to lead conversations. A national CJS Data Dashboard Framework has been published for LCJBs to use, however the dashboard is published with a significant lag and doesn't provide the most up to date picture. As chair of the EMCJB, I have requested for my office to work with the force and local CJS partners to review all data currently available and devise a set of KPIs which could be presented at the EMLCJB on a regular basis. As a result, a whole-system-approach has been created, with twenty four measures providing a rounded view of performance which monitors inputs, processes, timeliness, outcomes and quality across the CJS. The performance pack was presented to the EMLCJB at the end of March 2023 for approval.

Provide effective support for victims and witnesses that meets their needs: VOICE continues to deliver services to a wide range of victims. Referral volumes during Q3 22/23 with the lowest recorded since Q1 19/20 and 10% less than the same period last year. Domestic Abuse (DA) continues to account for the largest group of referrals and generally accounts to around a quarter of all VOICE referrals, closely followed by theft and fraud offences. Demand into the Sunflower Centre remains above pre-COVID levels, however Q3 22/23 has seen the lowest referral volumes in the past 12 months. Repeat victims into the Sunflower service are currently at 61.8%, which is the lowest since Q1 21/22 after several quarters of an upward trend in repeat victims referrals.

At the end of December 2022 the VOICE Witness Care Team reported an average witness attendance rate of 84.7% and we are now above the national average of 83.3%. This is a notable improvement in comparison to September 2022, where the rate was at 72% and a distance away from the national average.

PERFORMANCE REPORT: Modern services that are for the future



Q3 22/23 **Working Together** Priority Commentary At a Glance:

Embed and further develop the enabling services approach so that both organisations have strong professional support to take forward transformation: Enabling Services is continuing to evolve, there has been some changes to organisational structures with Commercial and Estates and Facilities departments coming together to form Commercial and Estates. This will bring benefits; as Estates and facilities was one of the major spends in the organisations and therefore the bringing together of the departments ensures that we focus intently on this aspect. Estates and facilities is largely a commercial function (buying, selling, upgrading, getting contractors in) and commercial opportunities are perhaps greatest in estates and facilities, and ability to oversee the sustainability agenda collectively, as there is a strong estates and facilities footprint alongside how we manage a supply chain more generally.

The Digital and Technology Department has also changed to Digital Data and Technology (DDAT) in line with the central government model to incorporate performance management and analytical functions, reflecting that data is strategically important and the need to align our digital strategy with data to inform and future proof the service going forward. In addition all business change functions have now been moved into this department, together with the information assurance/governance function. To provide one function that consider data from the technical perspective, though assurance and data quality to using the data, displaying and analysing it.

A new Culture Change and Insight team has also been created to bring greater focus to ensuring all organisations seek to gather more in-depth qualitative and quantitative insights from communities, this includes; public, victim and staff feedback, working with other academic institutions and change specialists, to ensure this insight informs real changes across our organisations both in terms of policy, changes to service delivery and culture within the organisation. Incorporated into this team are researchers, engagement, diversity and inclusion, and cultural change leads, enabling work to be can be undertaken collaboratively to more effectively support the three organisations.

Prepare our fleet, estate, and processes to allow us to meet the Government carbon targets: Progress continues in making our fleet as green and as sustainable as it possibly can be, with new technology will be fitted to every vehicle in the Northamptonshire Fire and Rescue Service fleet to help improve its current efficiency, save money and inform how it can become greener in the future. The Fire Service has more than 150 vehicles in its fleet, all of these vehicle will now be fitted with telematics which will allow valuable real time data to be captured and enhance the performance of the Service's fleet. It brings the Fire fleet in line with the Northamptonshire Police fleet, which has seen telematics already fitted into more than 400 vehicles. The shared telematics system will also allow for joined up working for both Fire and Police in some response situations within the county, and also allows real time comparison in performance with other Police and Fire services. The full article can be found below:

- [Newsletter - January 2023 - Northamptonshire Police & Fire Commissioner \(northantspfcc.org.uk\)](https://www.northantspfcc.org.uk/newsletter-january-2023)



NORTHAMPTONSHIRE POLICE, FIRE & CRIME PANEL

20 APRIL 2023

NORTHAMPTONSHIRE COMMISSIONER FIRE AND RESCUE AUTHORITY

FIRE - FINANCIAL UPDATE AS AT PERIOD 10 – JANUARY 2022

REPORT BY THE CHIEF FINANCE OFFICER

Purpose and Context

1. This report sets out at a high level the forecast financial outturn for the period 1 April 2022 to 31 March 2023.

Forecast Summary Revenue Outturn as at 31 March 2023

2. At this stage in the year, the January 2023 forecast outturn shows a minor underspend of £25k at year end (0.09% variance).
3. Despite the additional cost of the pay award detailed within this report, the additional one off funding from Business Rates and grants together with the financial controls implemented by the new Chief Fire Officer have been sufficient to meet these additional pressures and most of the planned reserve drawdowns.
4. A two year firefighter pay award of 7% (22/23) and 5% (23/24) was approved for all "grey book" firefighter staff. The total unbudgeted costs of the grey book pay award in 2022/23 are forecast at £340k and circa £350k in 2023/24 and future years. These costs, together with an estimate for the "gold book" senior officers award (which is still under negotiation) are detailed separately within the forecast.

5. The PFCC is appreciative to staff in the West Northamptonshire Payroll Team who worked above and beyond to ensure that the pay award could be reflected in Firefighters March salary payments.
6. The forecast is based on two months of estimated data, which, alongside high inflation levels and the outstanding gold book pay award, means it is subject to change.
7. The forecast is attached in detail as an Appendix and is summarised below:

Budget Group	As at 31 January (P10)		
	Original Budget	Forecast Outturn	Variance
	£000	£000	£000
Chief Fire Officer Managed Budgets	26,855	26,849	(6)
Anticipated Additional Pay Award Costs		370	370
	26,855	27,219	364
Managed by the Police, Fire and Crime Commissioner Funding	237 (27,092)	632 (27,876)	395 (784)
Total Fire Forecast Outturn	0	(25)	(25)

8. On the Chief Fire Officer managed budgets, the forecast outturn is a significant improvement on the period 6 forecast where the operational Chief Fire Officer budget had been forecast to overspend by £572k. The new Chief Fire Officer has reinstated the previous delivery arrangements and implemented internal overtime and management controls, which together with the reduction in activity due to potential industrial action planning means the budget will now be on target.
9. The majority of the Fire budget is delegated to the Chief Fire Officer. The conditions of this allocation are set out in a formal strategic outcomes letter from the PFCC to the Chief Fire Officer each year. This letter sets out a number of requirements and expectations, including that the Chief Fire Officer will manage the resources within his delegated budget and that any overspends would be discussed with the PFCC. Options available include but are not limited to: efficiencies could be sought, funding from reserves could be provided for extenuating circumstances and/or any overspend could be taken from the following year's budget allocation.

10. With the exception of the additional costs of the pay award, the new Chief Fire Officer has put in controls and management oversight to ensure that the Fire expenditure is brought back within the financial envelope at year end.
11. As a result, the additional funding from one off business rates and grants is sufficient to cover the additional costs of the pay award. Furthermore, the additional funding is sufficient to ensure that the sum of £383k is no longer required to be drawn down from reserves.
12. As Northamptonshire still hold the lowest reserves nationally, it is welcome that the current levels can be maintained to meet any future unforeseen eventualities.
13. The most significant variations of note are as follows:
 - a) **Wholetime and Retained Firefighters** – The PFCC sought and received further information and assurances from the Chief Fire Officer on the wholetime and retained budgets at the September Accountability Board as follows:
 - i. The service had made unbudgeted changes to their operational delivery model to increase pump availability in the county during the year. The new Chief Fire officer has put in place internal and management controls to reduce the forecast overspend in the final three months of the year.
 - ii. Fire have advised the PFCC that total costs of providing essential Fire cover during the adverse weather conditions in July and August equate to between £50k-£100k. The S151 Officer had already raised this with the Home Office to facilitate a claim if any national funding is available. However, the Home Office have confirmed that no funding will be provided to any service and these costs are included within the forecast.
 - iii. Industrial Action Contingency Planning costs were incurred which will not be met nationally and these are included within the forecast.
 - b) **Response Control** – additional funding was built into the control budget to facilitate handover and training in the event of vacancies. It is not required, therefore an underspend is forecast.
 - c) **Enabling Services Costs** –vacancies in joint enabling services teams and underwriting set up costs of joint teams have resulted in an underspend in the current year.

- d) Engineering and Stores** – fuel costs are significantly more than budgeted due to inflation and additional cost pressures are also being experienced with vehicle parts.
- e) Estates and Facilities** – additional unbudgeted income has arisen from the partial letting of Moulton Logistics Centre which has offset the additional utility costs.
- f) Service Information Team** – the underspend on the SIT team is due to the timing of staff vacancies and a number of individuals have taken up posts in the joint Enabling Services Teams.
- g) Funding** – as highlighted to the panel previously, the budget and precept for Fire is set prior to the statutory timescales for notification of Business Rates. As such, the budget was set on a prudent estimated level of Business Rates. Additional rates and Section 31 Grant funding has been received during the year and this is now released to the revenue budget.
14. The PFCC scrutinises the budget monitoring throughout the year and receives regular updates at the Accountability Board.
15. Furthermore, the PFCC receives an annual update on the internal control framework which forms the head of internal audit's annual audit opinion and is set out within the annual governance statement in the annual statement of accounts.
16. As previously advised to the Panel, the internal audit plan and reviews commenced on the 1/1/19 following the governance transfer. Reports to the Panel have previously highlighted that Internal audits have provided assurance that Fire policies, procedures and Corporate Governance framework are in place. As reported in previous years, compliance with processes and policies implemented in Fire has taken time but has slowly been improving each year.
17. However, the 2022/23 audits identify that in the past year compliance has not continued to develop and it is the view of the S151 officer that further training and work will be required in 2023/24 to move compliance to the level required.
18. In April 2023, Fire will move onto a Finance system hosted by Police and as the system is designed on current delegation arrangements, some compliance controls are built in, and this will enable the Joint Finance Team and the S151 Officer to directly monitor compliance and target training where appropriate.
17. These audit reports and progress against recommendations are considered by the Joint Independent Audit Committee (JIAC) and are used to inform the assessment on the control environment in the Annual Governance statement by those charged with governance. The S151 Officer intends, as in previous years to identify improvement

actions in order to continue to develop and improve the internal control environment for Fire.

18. The PFCC takes all opportunities to secure additional funding for Northamptonshire. Since January 2019, almost £5m has been received for additional funding.

Recommendation

19. That the Police, Fire and Crime Panel considers the financial update and forecast outturn.

This page is intentionally left blank

Appendix A – Northamptonshire Fire – Forecast Outturn as at 31 January 2023 (P10)

Budget Group	As at 31 January (P10)		
	Original Budget	Forecast Outturn	Variance
	£000	£000	£000
Response Control	899	773	(126)
Response Wholetime	13,535	14,306	771
Response Retained	2,112	2,051	(61)
Business Planning & Perf	201	186	(15)
Joint Operations Team	96	101	5
Commercial Training	(9)	(65)	(56)
Community Prevention	515	607	92
Community Protection	568	551	(17)
Corporate Budgets	1,206	1,114	(92)
Enabling Services Joint Teams	2,220	2,044	(176)
Engineering Services & Stores	1,037	1,274	237
Digital and Technology	943	942	(1)
Occupational Health & Wellbeing	186	171	(15)
Estates & Facilities	1,556	1,420	(136)
Securing Water Supplies	65	(75)	(140)
Strategic Leadership Team	803	810	7
Strategic Finance	(87)	(87)	0
Training	734	634	(100)
Service Information Team	278	131	(147)
Investment Interest	(3)	(39)	(36)
Total Chief Fire Officer Managed Budgets	26,855	26,849	(6)
Inflation Contingency held by the PFCC	120	120	0
Capital Financing Costs	571	571	0
Contribution to/(from) Reserves	(454)	(59)	395
Total PFCC Managed Budgets	237	632	395
Total Expenditure	27,092	27,481	389
Funding	(27,092)	(27,876)	(784)
Anticipated Additional Pay Award Costs			370
Total Fire Forecast	0	(395)	(25)

This page is intentionally left blank



NORTHAMPTONSHIRE POLICE, FIRE & CRIME PANEL

20 APRIL 2023

NORTHAMPTONSHIRE POLICE, FIRE AND CRIME COMMISSIONER

POLICE - FINANCIAL UPDATE AS AT PERIOD 10 - JANUARY 2023

REPORT BY THE CHIEF FINANCE OFFICER

Purpose and Context

1. This report sets out at a high level the forecast financial outturn for the period 1 April 2022 to 31 March 2023.

Forecast Summary Revenue Outturn as at 31 March 2023

2. The forecast is based on two months of estimated data, which, alongside high inflation levels and potential additional national funding for successfully exceeding the Northamptonshire police officer uplift, means it will be subject to change by year end.
3. At this point in the year, there is a forecast underspend of £1.073m (a 0.67% variance) across both the Chief Constable and PFCC managed budgets.
4. This underspend is much better than the previous forecast earlier in the year due to a number of factors including:
 - good financial controls in place and monitored by the PFCC, the Chief Constable, S151 Officers, senior officers and budget holders;
 - additional one off grant funding secured for over-achievement of uplift officers safer streets initiatives; and
 - additional grants from other operational mutual aid funded activities.

These are reflected prudently in the forecast.

5. The forecast is attached in detail as an Appendix and is summarised below:

Budget Heading	Budget £'000	Outturn £'000	Variance £'000
Budgets Consented to the Chief Constable	149,811	149,320	(491)
Force Investments and Savings	649	462	(187)
	150,460	149,782	(678)
Managed by the Police Fire and Crime Commissioner			
- PFCC Staff and Office Costs	1,154	1,149	(5)
- Commissioning and Delivery Services	5,462	5,486	24
- Victims and Witnesses Grants and Other Income	(999)	(1,431)	(432)
	5,617	5,204	(413)
Capital Financing Costs	3,849	3,867	18
Budgeted Transfer to Reserves	438	438	0
Total Policing Forecast	160,364	159,291	(1,073)
Anticipated Year end transfer to reserves to support future initiatives and priorities		1,073	1,073
Anticipated Outturn	160,364	160,364	0

6. The summary above reflects a projected Force underspend of £678k and a £413k underspend in the budgets managed by the PFCC, offset by capital financing costs higher than estimated.
7. The majority of the Policing budget is comprised of the Force budget which the PFCC consents to the Chief Constable annually. The conditions of this allocation are set out in a formal strategic outcomes letter from the PFCC to the Chief Constable each year. This letter sets out a number of requirements and expectations, including that the Chief Constable will manage the resources within his delegated budget and that any overspends would be discussed with the PFCC at an early stage.
8. Earlier in the year, the higher than budgeted impact of inflation had caused significant pressures on the Chief Constable's budget and an overspend had been forecast. However, following tight financial management supported by additional grant and mutual aid income during the year, it is envisaged that the Chief Constable's budget will be underspent at year end due to these one off benefits.
9. In line with accounting practice, any underspend at year end will be transferred to reserves. The S151 Officer and the PFCC have already started discussions with the Chief Constable to consider how the one off underspends could be ring fenced and used to support operational police priorities and initiatives.

Chief Constable Budgets

10. Pressures on the Chief Constable's budget have mainly arisen from inflation and the impact of the re-opened staff pay award negotiations and tight financial management has enabled these pressures to be contained where possible or one off savings identified.
11. However, these pressures have been more than offset by additional uplift grant income being anticipated and additional mutual aid income for operational activities.
12. Key highlights are as follows:
 - i. The Police Pay budget is forecast to underspend due to the lower cost of overtime on bank holidays together with additional national police officer grant uplift and operational mutual aid funding. The additional one-off uplift funding has been provided to forces whose police officer recruitment is above the recruitment profile.
 - ii. Given the timing of PCSO intakes, the PFCC had agreed with the Chief Constable that any PCSO underspends in the year will be transferred to reserves in order that funding can be ring fenced for neighbourhoods. It is currently anticipated that £593k will be transferred to reserves. This transfer to reserves has already been accounted for in the forecast.
 - iii. The Force Control Room is underspent due to timing of staff vacancies.
 - iv. One of the most significant variances relates to Enabling Services with an overspend of £541k. This budget heading has been most affected by the inflationary pressures in estates (utilities), digital and transport (fuel and supply chain parts). Underspends in HR and Finance due to timing of staff vacancies have offset some of these pressures.
 - v. Central Budgets are forecast to overspend mainly due to the pressure of the staff pay award as set out earlier.

PFCC Office and Delivery Budgets

13. The PFCC budgets have also been impacted by the additional costs of the pay award. However, underspends from the timings of recruitment mean that this can be absorbed within the Office and Delivery teams overall envelopes.
14. In 2021/22, the PFCC ring fenced the sum of £292k in reserves to meet the costs of priorities in the office and delivery areas which were not completed within that year and were moved to a 2022/23 implementation.
15. Mindful of the future financial climate, the PFCC is now planning to meet these costs from within the overall 2022/23 Office and Delivery team budgets and does not intend to draw this funding down from reserves.
16. Key headlines are:
 - i. The pressures in the PFCC Staffing, and Complaints budgets mainly relate to the higher than anticipated pay award. Underspends in the office budget such as travel and subsistence and printing have mitigated these costs.
 - ii. It is envisaged the Police, Fire and Crime Plan Delivery Fund will be slightly overspent at the end of the year. This includes the work the PFCC commissioned on community engagement and consultation, with a particular focus on women's views to get a broader understanding of what would make them feel safer in Northamptonshire.
 - iii. The OPFCC delivery budgets are underspent in the area of Early Intervention, and Youth Provision due to staff vacancies.
 - iv. The Victims and Witnesses costs and the income received mainly from MOJ are now detailed separately, rather than netted off in previous reports to clearly reflect this level of investment.

During the year significant additional funding was made available from the Ministry of Justice (MOJ) for two years to provide grants to local organisations supporting victims and additional funding provided by the MOJ for Voice ensuring that additional costs are met by additional grant income.

The PFCC has allocated all the additional MOJ funding as grants and also provided additional funding for these important areas.

- v. The Commissioning budget is forecast to overspend due to the extension of the Operation Alloy scheme which supports Mental Health provision in the Force Control Room.

- vi. Savings have been released in Reducing Reoffending and Crime Prevention budgets to reflect the priority of delivering Safer Streets initiatives. Additionally, contributions to the Female Offender Strategy and Integrated Offender Management are lower than originally envisaged. It is possible that further underspends will be released in this area in the coming months.
 - vii. Work on the IPSOS MORI survey for staff , stakeholders and the wider public is well progressed. Following the outcome of the staff survey for OPFCC, Fire and Police, the Monitoring Officer has commissioned further follow up work by IPSOS. Once complete, this information will be considered and used to inform actions for the three organisations to take forward both internally and externally in the future.
- 17. The PFCC scrutinises the budget monitoring regularly throughout the year and receives regular detailed updates on Force performance at the Accountability Board.
 - 18. Furthermore, the PFCC receives an annual update on the internal control framework which forms the head of internal audit’s annual audit opinion and is set out within the annual governance statement in the annual statement of accounts.
 - 19. Whilst all internal audit reports have not yet been received for the year, the S151 Officer has received assurances from the reports received to date following the implementation of the new financial systems for Policing on 1 April 2023 and compliance with the policies and procedures in place. These reports and progress against recommendations are considered by the Joint Independent Audit Committee (JIAC) and go some way towards informing the assessment on the control environment in the Annual Governance statement by those charged with governance.
 - 20. The PFCC takes all opportunities to secure additional funding for Northamptonshire. Since 2016/17, almost £13m has been received for additional funding. Furthermore, in recent weeks, further national funding has been promised to support operational policing in the county.

Recommendation

- 21. That the Police, Fire and Crime Panel considers the financial update and forecast outturn.

This page is intentionally left blank

Appendix A – Northamptonshire Police – Forecast Outturn as at 31 January 2023 (P10)

Budget Heading	Budget £'000	Outturn £'000	Variance £'000
Budgets Managed by the Chief Constable			
Non Devolved Budgets			
Police Pay and Oncosts	76,592	75,811	(781)
Police Community Support Officers (PCSOs)*	3,285	3,285	0
Other Pensions Costs	1,047	1,100	53
	80,924	80,196	(728)
Devolved Budgets			
Devolved Operational Budgets	19,638	19,410	(228)
Control Room	6,215	6,004	(211)
Enabling Departments	25,747	26,288	541
Corporate Services	3,276	3,206	(70)
Central Budgets	6,778	7,126	348
Collaboration Units	7,233	7,090	(143)
	68,887	69,124	237
Budgets consented to the Chief Constable	149,811	149,320	(491)
Investment and Savings	649	462	(187)
Chief Constable	150,460	149,782	(678)
Budgets Managed by the PFCC			
PFCC Office Budget			
Staff and Office Costs	1,363	1,358	(5)
Contribution to Governance Costs from Fire	(209)	(209)	0
	1,154	1,149	(5)
Commissioning and Delivery Budgets			
Victims and Witnesses Services			
- Costs	1,518	2,033	515
- MOJ Grants and transfer from reserves	(949)	(1,381)	(432)
	569	652	83
Commissioning	425	504	79
Crime Prevention and Safer Streets Support	250	99	(151)
Customer Services - Complaints	161	169	8
Delivery, Accountability and Digital	129	115	(14)
Domestic and Sexual Abuse Provision	160	139	(21)
Early Intervention & EI DA support	1,201	1,156	(45)
Joint Communications Team With Fire (net)	118	94	(24)
Reducing Reoffending	378	224	(154)
Youth Work, Safeguarding and Youth Offending	822	640	(182)
Police and Crime Plan Delivery Fund	250	263	13
	5,032	4,707	(325)
Total Budgets Managed by the PFCC	5,617	5,204	(413)
Capital Financing Costs	3,849	3,867	18
Budgeted Transfer to Reserves	438	438	0
Total Policing forecast	160,364	159,291	(1,073)
Anticipated Year end transfer to reserves to support future initiatives and priorities		1,073	1,073
Anticipated Outturn	160,364	160,364	0

* Outturn already reflects the £593k transfer to reserves

This page is intentionally left blank

NORTHAMPTONSHIRE POLICE, FIRE AND CRIME PANEL

20 APRIL 2023

Report Title	Northamptonshire Police, Fire and Crime Panel Work Programme
Report Author	James Edmunds, Democratic Services Assistant Manager, West Northamptonshire Council James.edmunds@westnorthants.gov.uk

Contributors/Checkers/Approvers		
West MO (for West and joint papers)	Catherine Whitehead	06/04/2023
West S151 (for West and joint papers)	Martin Henry	03/04/2023

List of Appendices

Appendix A – Outline Work Programme

1. Purpose of Report

- 1.1. The report is intended to enable the Northamptonshire Police, Fire and Crime Panel to review progress with the development and delivery of its 2022/23 work programme and to identify any matters that it wishes to highlight for potential inclusion in the 2023/24 work programme.

2. Executive Summary

- 2.1. The report invites the Panel to review the latest version of its outline work programme for 2022/23 and to endorse this subject to any changes that the Panel considers to be necessary.
- 2.2. The report also invites the Panel to identify any matters that it wishes to highlight for potential inclusion in the outline work programme that will be agreed by the Panel at the start of 2023/24.

3. Recommendations

- 3.1 It is recommended that the Northamptonshire Police, Fire and Crime Panel:
- a) Endorses its outline work programme for 2022/23, subject to any changes that the Panel considers to be necessary.

- b) Identifies any matters that it wishes to highlight for potential inclusion in the outline work programme for 2023/24.

4. Reasons for Recommendations

- 4.1 The recommendations are intended to support the effective operation of the Panel and the delivery of its statutory responsibilities during 2022/23 and into 2023/24.

5. Report Background

- 5.1 The Police Reform and Social Responsibility Act 2011, the Policing and Crime Act 2017 and supporting legislation give various specific responsibilities to the Northamptonshire Police, Fire and Crime Panel (“the Panel”). These are principally as follows:

- Scrutinising and reporting on the Police, Fire and Crime Commissioner (PFCC)’s proposed Police and Fire and Rescue precepts
- Scrutinising and reporting on the PFCC’s Police and Crime Plan and Fire and Rescue Plan
- Scrutinising and reporting on the PFCC’s Annual Report on the delivery of Police and Crime Plan objectives and on the annual Fire and Rescue Statement reporting compliance with the Fire and Rescue National Framework
- Scrutinising and reporting on proposed appointments by the PFCC to certain positions (: Deputy PFCC; Chief Executive; Chief Finance Officer; Chief Constable of Northamptonshire Police; and Chief Fire Officer of Northamptonshire Fire and Rescue Service)
- Dealing with complaints from members of the public about the conduct of the PFCC.

- 5.2 In addition, the legislation referred to in paragraph 5.1 above gives the Panel the general responsibility to review and scrutinise decisions made, or other action taken, by the PFCC in connection with the discharge of his functions and to make reports or recommendations to the PFCC with respect to these matters. The Panel is required to carry out its role with a view to supporting the PFCC in effectively exercising his functions.

- 5.3 It is standard practice for the Panel to set an annual work programme to provide a framework within which it carries out its functions and the practical tasks these involve. The work programme is made up of a combination of statutory and discretionary scrutiny work; matters relating to the operation of the Panel; and any supporting activities such as briefings or training. The work programme covers a rolling 12-month period. The work programme is considered at the first Panel meeting in the municipal year. It is then kept under regular review by the Panel and modified or updated as necessary, with a view to ensuring that it is focussed on the aim of using available capacity to best effect.

6. Issues and Choices

- 6.1 The Panel considered its outline work programme at its meeting on 19 July 2022 and identified items of business that it wished to consider during the year ahead alongside its mandatory tasks. The resulting outline work programme is included with this report (at Appendix A).

- 6.2 The work programme should not be seen as fixed and it is open to the Panel to review and modify it at any time as the municipal year progresses. The work programme can be informed by input from a range of sources, including suggestions from individual Panel members and from the PFCC. The Panel should consider suggested business from all sources on its merits, with a view to maintaining a work programme that reflects the Panel's remit, has the support of Panel members, is realistically deliverable within available resources and has the potential to produce the most worthwhile outcomes.
- 6.3 As this is the final Panel meeting in the current municipal year there is also an opportunity for the Panel to identify any matters that it wishes to highlight for potential inclusion in the outline work programme for 2023/24. In practice, this new work programme may largely represent a continuation of its predecessor: the Panel will have the same core functions; there is likely to be some continuity in Panel membership between 2022/23 and 2023/24; and the Panel already operates a rolling 12-month work programme. However, the Panel that is appointed for 2023/24 should set its own work programme. A draft outline work programme will be presented to the first Panel meeting in 2023/24 as a starting point for consideration. This draft outline work programme can include any matters that may be highlighted by the current Panel.

7. Implications (including financial implications)

7.1 Resources and Financial

- 7.1.1 There are no specific resources or financial implications associated with this report. The normal operation of the Panel is supported by grant funding that the Panel's host authority can claim from the Home Office for the purpose of maintaining a panel for the Northamptonshire Police area.

7.2 Legal

- 7.2.1 There are no legal implications arising from the proposal.

7.3 Risk

- 7.3.1 The Panel should ensure that its work programme enables it to carry out its statutory role and functions effectively. Factors that might represent a risk to this could include setting a work programme that did not reflect the Panel's statutory functions; that was unfocussed or included too much business to be realistically deliverable; or that was fixed at the start of the year and did not allow the flexibility to respond to issues that might subsequently arise. These risks should be mitigated by the Panel reviewing its work programme and any associated matters at each of its normal meetings during the municipal year. This will enable the Panel to consider any changes to existing arrangements that may seem necessary, with a view to ensuring that the work programme and the specific activities contained within it remain deliverable within the Panel's overall capacity and the resources available to support it.

8. Background Papers

Police Reform and Social Responsibility Act 2011

Policing and Crime Act 2017

Northamptonshire Police, Fire and Crime Panel Rules of Procedure

Northamptonshire Police, Fire and Crime Panel – Outline Work Programme

MEETING DATE	STATUTORY BUSINESS	DISCRETIONARY BUSINESS	BUSINESS RELATING TO PANEL OPERATION	OTHER BUSINESS
20 April 2023		<ul style="list-style-type: none"> - Northamptonshire response to HMICFRS inspection of vetting, misconduct and misogyny in the police service - PFCC’s Estates Strategy - PFCC’s Delivery update - PFCC’s Finance updates 	<ul style="list-style-type: none"> - Work programme - Complaints and conduct matters update 	
15 June 2023	<ul style="list-style-type: none"> - PFCC’s Annual Report on Policing for 2022/23 - PFCC’s Fire and Rescue Statement for 2022/23 	<ul style="list-style-type: none"> - Draft report of the Early Intervention scrutiny review 	<ul style="list-style-type: none"> - Appointment of Panel Chair and Deputy Chair - Work programme - Appointment of Complaints Sub Committee members 	
7 September 2023		<ul style="list-style-type: none"> - PFCC’s Delivery update - PFCC’s Finance updates - Joint Independent Audit Committee Annual Report 	<ul style="list-style-type: none"> - Work programme - Complaints and conduct matters update 	
30 November 2023		<ul style="list-style-type: none"> - PFCC’s Delivery update - PFCC’s Finance updates 	<ul style="list-style-type: none"> - Work programme 	

6 February 2024	<ul style="list-style-type: none"> - PFCC's proposed Police precept and budget for 2024/25 - PFCC's proposed Fire and Rescue precept and budget for 2024/25 		<ul style="list-style-type: none"> - Work programme - 2024/25 meeting dates 	
20 February 2024 (Reserve meeting)	<ul style="list-style-type: none"> - PFCC's revised Police precept and budget for 2023/24 [if required] and/or - PFCC's revised Fire and Rescue precept and budget for 2023/24 [if required] 			
18 April 2024			<ul style="list-style-type: none"> - Work programme - Complaints and conduct matters update - Arrangements for recruitment of independent co-opted Panel members 	

Additional topics not yet scheduled

The Panel agreed at its meeting on 8 September 2022 to request the Police, Fire and Crime Commissioner to provide sight of action plans developed to address areas for improvement in service delivery by Northamptonshire Fire and Rescue Service as identified in the HMICFRS 2021/22 inspection.

The Panel agreed at its meeting on 2 February 2023 to request the Police, Fire and Crime Commissioner to present a report on the outcomes of the recent IPSOS Mori public consultation exercise on community safety in Northamptonshire to the Panel meeting on 20 April 2023. It has not proved possible to bring this to the Panel meeting specified. The Commissioner can provide further information on this situation as the Panel sees necessary.

Task-and-finish work

The Panel agreed to carry out a piece of focussed task-and-finish work on early intervention activity in Northamptonshire as part of its work programme for 2022/23. The Panel agreed the terms of reference for this work and set up a working group to carry it out at the Panel meeting on 8 September 2022. The working group was originally tasked with presenting its final draft report to the Panel meeting on 20 April 2023. Some challenges were experienced organising early meetings of the working group. The Panel agreed at its meeting on 2 February 2023 that the final draft report could be presented to the meeting on 15 June 2023 to allow additional time for the working group to carry out its work.

Briefings / Training (open to all Panel members)

1. Briefing sessions with the Chief Constable and with the Chief Fire Officer on their organisations' operating environment, priorities and challenges.

The Panel had briefing sessions with both the Chief Constable and the Chief Fire Officer on 27 May 2022 and with the Chief Constable on 1 December 2022. The Panel agreed at its meeting on 1 December 2022 that a further briefing session with the current Chief Fire Officer be arranged. The Panel also agreed that it should seek to have briefing sessions with both chiefs more frequently than once a year.

2. A briefing session on the development of the Police, Fire and Crime Commissioner's proposed precepts for 2023/24. This briefing session took place on 17 January 2023.
3. A briefing session on road safety strategy in Northamptonshire and supporting activities.
4. A briefing session on learning from complaints about Northamptonshire Police.
5. A briefing session on the East Midlands Special Operations Unit.

These three briefing sessions all took place on 16 March 2023.

Further Information

(A) Statutory Business

PFCC's Annual Report and Fire and Rescue Statement – The Police, Fire and Crime Commissioner (PFCC) is required to produce an Annual Report on the exercise of the PFCC's police and crime functions during the previous financial year and the progress made in meeting objectives set out in the PFCC's Police and Crime Plan. The PFCC is also required to publish an annual statement of assurance of compliance with the priorities set out in the Fire and Rescue National Framework for England. The Panel must review and report on both the Annual Report and Fire and Rescue Statement as soon as practicable after they are received.

PFCC's proposed Police and Fire and Rescue precepts – The PFCC's proposed precepts must be reviewed and reported on by the Panel before they can be issued. The Panel has the power to veto a proposed precept, in which case the PFCC is required to produce a revised proposal that must also be reviewed by the Panel at the reserve meeting included in the outline work programme (if the Panel does not veto either of the proposed precepts the reserve meeting will not be held). The steps involved in this process must take place by specific deadlines set in legislation.

(B) Discretionary Business

PFCC's Delivery Update – This is a regular report setting out actions by the PFCC supporting progress towards the delivery of the strategic outcomes set out in his Police, Fire and Crime Plan. The Delivery Update also includes contextual information about Northamptonshire Police and Northamptonshire Fire and Rescue Service performance.

PFCC's Finance Updates – These are two regular reports setting out the latest in-year position for the budgets for policing and the Office of the PFCC and for the budget for the Northamptonshire Commissioner Fire and Rescue Authority.

Joint Independent Audit Committee Annual Report – The Joint Independent Audit Committee (JIAC) is responsible for providing independent assurance of the corporate governance, risk management and financial control arrangements operated by the PFCC and the Chief Constable. The JIAC's Annual Report is customarily presented by its Chair to the Panel, to reflect the complementary roles of the two bodies.

(C) Business relating to Panel operation

Complaints and conduct matters update – The Panel has adopted specific arrangements to carry out its responsibilities for dealing with complaints and conduct matters relating to the PFCC. These include the provision by the host authority Monitoring Officer of a half-yearly monitoring report about all matters dealt with in the preceding period. In this way the Panel is able to monitor the operation of the arrangements it has made to deliver this aspect of its statutory responsibilities.

Recruitment of independent co-opted members – The Panel is required to include a minimum of two independent co-opted members in its membership and has previously secured approval from the Home Secretary to increase this to three. The co-option of independent members is intended to assist in supporting the aim that the membership of the Panel, when taken as a whole, has the skills, knowledge and experience necessary to enable it to carry out its functions effectively. Independent co-opted members should be drawn from the local community through an open recruitment and selection process. The sitting independent co-opted members of the Panel were appointed in 2020 for a four-year term running until the day before the date of the first Panel meeting in the 2024/25 municipal year. The Panel will need to consider arrangements to advertise for and recruit independent co-opted members to join the Panel from this point.

This page is intentionally left blank

NORTHAMPTONSHIRE POLICE, FIRE AND CRIME PANEL

20 APRIL 2023

Report Title	Complaints and Conduct Matters Update
Report Author	James Edmunds, Democratic Services Assistant Manager, West Northamptonshire Council James.edmunds@westnorthants.gov.uk

Contributors/Checkers/Approvers		
West MO (for West and joint papers)	Catherine Whitehead	06/04/2023
West S151 (for West and joint papers)	Martin Henry	03/04/2023

List of Appendices

Appendix A – Record of the outcome of Informal Resolution

1. Purpose of Report

- 1.1. The report is intended to provide the Northamptonshire Police, Fire and Crime Panel with an update on complaints and conduct matters relating to the Police, Fire and Crime Commissioner for Northamptonshire, in accordance with arrangements agreed by the Panel.

2. Executive Summary

- 2.1. The Panel is advised that during the period September 2022 – March 2023 one new non-criminal complaint relating to the Police, Fire and Crime Commissioner was recorded. This complaint was subject to Informal Resolution by the Panel's Complaints Sub Committee. There are no other outstanding complaints or conduct matters at the time of writing this report.

3. Recommendations

- 3.1 It is recommended that the Northamptonshire Police, Fire and Crime Panel notes the update.

4. Reasons for Recommendations

- 4.1 The recommendation is intended to assist the Panel to oversee the operation of arrangements it has adopted to deliver its statutory responsibilities concerning complaints and conduct matters relating to the Police, Fire and Crime Commissioner for Northamptonshire.

5. Report Background

- 5.1 The Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 set out certain responsibilities on Police and Crime Panels for dealing with complaints against Police and Crime Commissioners (PCCs) and Deputy Police and Crime Commissioners (DPCCs) and conduct matters. The Regulations define these terms as follows:

- “Complaint”: means a complaint about the conduct of the PCC or DPCC.
- “Conduct”: includes acts, omissions, statements and decisions (whether actual, alleged or inferred).
- “Serious Complaint”: means a complaint made about conduct which constitutes or involves or appears to constitute or involve a criminal offence.
- “Conduct Matter”: means a case where there is an indication that the PCC or DPCC may have committed a criminal offence (for example, where an indication comes to light through media reporting).

- 5.2 In summary, the Regulations require the Panel to make suitable arrangements for:

- Receiving and recording complaints and conduct matters.
- Initial sorting of complaints and conduct matters to determine whether they appear to have a criminal element that requires referral to the Independent Office for Police Conduct (IOPC), which is the body responsible for their investigation.
- Informal Resolution of complaints that do not have a criminal element. Informal Resolution is intended to represent a locally-agreed process for resolving a complaint, involving engagement with the complainant and the person complained against. It is not an investigation of the complaint: the Panel is prohibited from taking any action intended to gather information about a complaint other than inviting the comments of the complainant and the person complained against.

- 5.3 The Northamptonshire Police, Fire and Crime Panel has previously agreed arrangements for delivering its statutory responsibilities relating to complaints and conduct matters. The main elements of these arrangements are:

- Delegation to the Monitoring Officer of the host authority of the Panel’s responsibilities for receiving, recording and referring complaints and conduct matters.
- Establishment of a Complaints Sub Committee with delegated responsibility for the Informal Resolution of non-criminal complaints, according to an agreed Informal Resolution Protocol.
- Provision by the Monitoring Officer of a half-yearly monitoring report to the Panel about all complaints and conduct matters dealt with in the preceding period, the actions taken (including any obligations to act, or refrain from acting, that have arisen under the Regulations

but have not yet been complied with or have been contravened) and the outcome of the process.

6. Issues and Choices

- 6.1 The last update report was presented to the Panel at its meeting on 8 September 2022, reporting the position for April – August 2022. This update report therefore covers the period September 2022 – March 2023.
- 6.2 As noted in paragraph 2.1 above, one new non-criminal complaint relating to the Police, Fire and Crime Commissioner was recorded during the period covered by this update report. This complaint was subject to Informal Resolution by the Panel’s Complaints Sub Committee. The record of the outcome of the Informal Resolution is included with this report (at Appendix A). There are no other outstanding complaints or conduct matters at the time of writing this report.

7. Implications (including financial implications)

7.1 Resources and Financial

- 7.1.1 There are no resource or financial implications arising from the proposal.

7.2 Legal

- 7.2.1 There are no legal implications arising from the proposal.

7.3 Risk

- 7.3.1 It is important that the Panel deals with complaints and conduct matters in accordance with statutory requirements and the arrangements that that Panel has adopted to deliver its specific responsibilities. In this context it should be recognised that the complaints and conduct matters update is not presented to the Panel with a view to it discussing matters relating to individual complaints, which would be inappropriate. Rather, the update provides the Panel with an overview of complaints dealt with during the preceding period in order to support the Panel’s role of monitoring the operation and effectiveness of the arrangements that it has adopted.

8. Background Papers

Police Reform and Social Responsibility Act 2011

The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012

Police and Crime Panel Regulations: Non-Criminal Complaints and Misconduct – Home Office Guidance

Police and Crime Panels: Handling Complaints about the Police and Crime Commissioner and their Deputy – Local Government Association Guidance

Northamptonshire Police, Fire and Crime Panel Rules of Procedure

This page is intentionally left blank

Outcome of Informal Resolution by the Northamptonshire Police, Fire and Crime Panel Complaints Sub Committee of a complaint concerning the conduct of the Police, Fire and Crime Commissioner for Northamptonshire

Reference	Date recorded	Nature of the case made by the complainant (summary)	Actions taken	Outcome(s) of Informal Resolution
02/2022	10/11/2022	<p>The complainant had made complaints to the Police, Fire and Crime Commissioner (PFCC) about policing in their local area. The complainant was dissatisfied with the way that the PFCC responded to these complaints. The complainant felt that the issues they raised had been ignored and that they had not been treated fairly. The complainant felt that the PFCC’s response to their complaints did not reflect the PFCC’s responsibility for securing an efficient and effective police force and did not reflect the Seven Principles of Public Life.</p>	<p>The complaint was recorded and referred to the Panel’s Complaints Sub Committee to consider in accordance with the Informal Resolution Protocol. The Complaints Sub Committee met on 31 January 2023 and completed Informal Resolution of the complaint.</p>	<p>The Complaints Sub Committee considered information relating to the complaint provided to it by the complainant and by the PFCC. The Sub Committee concluded that, on the basis of the information available to it, the PFCC appeared to have made a considered and reasonable response to the complainant’s concerns about Northamptonshire Police. The Sub Committee concluded that it could not agree that the PFCC had ignored the complainant’s concerns and had not treated them fairly, or that the PFCC’s response failed to reflect his responsibilities to secure an efficient and effective police force and to abide by the Seven Principles of Public life.</p> <p>On the basis of these conclusions the Complaints Sub Committee ultimately resolved that it needed to take no further action in relation to the complaint.</p>

This page is intentionally left blank