



Northamptonshire Police, Fire & Crime Panel

8th September 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. I have also included the quarterly force performance data I publish on my website for the panel's information as appendix 2.

2. Delivering the Police, Fire and Crime Plan

2.1 "Prevention That Keeps the County Safe"

2.2 Safer Streets project concluded in Hemmingwell

Work has concluded on a scheme to improve safety for residents in the Hemmingwell estate of Wellingborough. The OPFCC successfully bid for more than £400,000 last year in the second round of Safer Streets funding by the Home Office – and began works in enhancing security in the area in autumn 2021. Further detail can be found in appendix 1.

- 2.3 The work in Hemmingwell has been taking place over a number of months, and it's very satisfying to see everything now finished and up and running. I want to ensure that every resident in Northamptonshire can feel safe in their home. When I've visited Hemmingwell it's been great to speak to residents, who have told me that they're so glad that the estate has been invested in. The Hemmingwell project followed closely on the heels of the first round of Safer Streets funding, which saw £1.4 million invested across three projects in the county. In Kettering and Wellingborough, a number of alley gates were erected to cut back on anti-social behaviour and prevent them from becoming fly-tipping hotspots, while CCTV coverage was also significantly enhanced with new cameras in both town centres. And the Bouverie estate of Northampton benefitted from new safe bike parking and residential car parks.

- 2.4 We've now invested more than £2 million of Safer Streets funding in Northamptonshire in the last two years, and it's made a real difference for the communities that have received it. A brief update on the work we have delivered can be viewed on our YouTube channel at:

<https://www.youtube.com/watch?v=0idw8WThdPU&t=4s>

2.5 Another successful bid for Safer Streets funding

2.6 The OPFCC been awarded almost £1.2 million from the Home Office following the success of two bids to the Government's Safer Streets Funds. To this money, I have pledged additional funding so that almost £1.7 million will now be used on projects to improve the safety of women at night in Northampton and Kettering – including the creation of a Night Safety Charter – and to prevent crime on the Queensway estate in Wellingborough. This the brings the number of grants from the safer streets fund to six since Jan 2020, plus an additional grant from the Safer Women at Night Fund. We have also supported three successful bids led by both North and West Northamptonshire Councils bringing an additional £3.3 million that has been invested in schemes to keep the county safe. The work to be carried out includes:

2.7 Night-time economy in Northampton and Kettering:

Schemes in Northampton and Kettering will enhance the safety of women and girls at night with more than £450,000 of funding. Work will include the creation of a night safety charter; improvements to increase safety of pedestrians as they move about on a night out in Bridge Street, Northampton; lighting improvements and alley gating; an app to help map areas where people don't feel safe, so that they can be improved. There will also be significant investment in ID scan technology that will let around 30 venues in the County share information about people who behave inappropriately or dangerously, which will improve security for pubs and clubs that open past 1am. And a ground-breaking partnership will see "Stand by Her" training rolled out to young men in education to help them understand the impact of harassing behaviour on women and give them the skills to challenge safely and offer support.

This work will build on the schemes put in place earlier this year in Northampton and will see the continued development of the Shout Up harassment training for bar staff, the Licensing SAVI scheme to create a benchmark for security in licensed premises and the It Only Takes One campaign to continue a conversation that encourages bystanders to challenge inappropriate behaviour and starts a conversation about respect. The OPFCC will also supply a second SNOvan – Safer Nights Out Van – to be used by volunteers in the north of the county to support anyone to finds themselves vulnerable on a night out.

2.8 Queensway, Wellingborough

2.9 Around 650 properties in Kiln Way and Minerva Way will have new, secure doors fitted in a partnership with Greatwell Homes, and alleys in the Shelley Road area will be gated. Security lighting will be fitted to some properties and there will be a significant roll out of security products to residents. There will be a major extension of North Northamptonshire Council's CCTV scheme with up to 18 new cameras on the Queensway estate. Car parks will be made more secure and brought to the Park Mark standard and activity schemes will be provided for young people. All the proposals were developed based on crime rates in the areas to be targeted and following consultation with residents and other stakeholders. Work will begin as soon as possible. North Northamptonshire Council is supporting my office with public consultations relating to alley gating schemes and CCTV proposals and we are jointly running a series of engagement events with the local community at Glamis Hall in Wellingborough.

2.10 I am thrilled that the bids we have put forward for additional funding to tackle crime in Northamptonshire have yet again been successful. This money will be used on

practical measures to tackle crime and make people safer and will focus on the priorities that local people have told us they want to see dealt with. We'll be working in partnership with other agencies and with local communities to make Northamptonshire safer. I'm pleased to have been able to bring more money to the county to do this and to have the opportunity to do even more to directly protect local communities and to focus on preventing crime.

2.11 **Helping the elderly and vulnerable avoid doorstep crime and fraud offences**

Operation REPEAT is a scheme that is training health and social care workers from across the county to recognise doorstep crime and fraud offences, has reached more than 200 care professionals, thanks to funding from the OPFCC. The scheme, which launched in Northamptonshire in September 2021, is the only scheme in the country to offer doorstep crime prevention training and is already having a huge impact in Northamptonshire, as more health and social care professionals recognise and report incidents to the police.

Rogue traders, unscrupulous salespeople, distraction burglars and bogus callers are some of the professional criminals that target elderly and vulnerable people. The training sessions being delivered by Operation REPEAT, which stands for Reinforcing Elderly Persons Education at all Times, aims to arm attendees with the knowledge to recognise when fraud is happening, understand the chain of criminality and how details are shared in the criminal world, know what lengths the fraudsters will go to exploit vulnerable people, as well as how to report criminal incidents.

Numerous offences have already been reported and prevented following these training sessions. Within three days of attending an Operation REPEAT session a carer was able to recognise an attempted courier fraud whilst visiting a client and was able to intervene and cut off the call.

A romance fraud was also averted by a 61-year-old woman, who had lost her husband a few years earlier. She met someone on social media purporting to be an Officer from the United States Army and became emotionally attached to him. Following several months of contact, the woman started to become suspicious as the conversation turned to money and after hearing about romance fraud, she stopped contact.

Fraudsters use psychological tactics, befriending and grooming to gain trust and then persuade the victim to part with their money or valuables. As trusted members of the community, health and social care workers can warn and support the elderly or vulnerable people in their care and help them avoid falling for these scams.

I was delighted to attend a recent training session in Moulton to see for myself how impactful this project is. The principle of using trusted members of the community to continually reinforce fraud prevention messages on a weekly or daily basis is a really effective way to reach the most vulnerable people in our county. We want this training to provide the existing community workforce with the knowledge and confidence to spot and speak out to help us break and disrupt this type of crime. We cannot rely on justice alone; we need to intervene early to protect older and more vulnerable people from these fraudsters. Further details can be watched on our YouTube channel at:

<https://www.youtube.com/watch?v=ghh1XU0Ymnk&t=62s>

The initial rollout of these training sessions proved so popular that additional ones are now planned over the next 2-year period and have secured additional match funding investment from CADENT gas.

2.12 “Effective & Efficient Response”

2.13 Emergency Cover Review

Work is ongoing in relation to the Emergency Cover Review of Northamptonshire Fire and Rescue Service, which will outline options as to how the service will be resourced, in terms of emergency response with associated benefits to Prevention and Protection, to current and future risk and for the service. It is envisaged that we will receive recommendations by 1st October 2022 with a view to implementation during 2023. The Emergency Cover Review involves a detailed study of activity levels, which informs our risk-based approach to providing the most appropriate response to emergencies in Northamptonshire. The progress of this review and the timescale is reviewed on a regular basis at the Accountability Board meeting and I will agree any formal revision to that date as part of those discussions. I will also require monthly updates on progress. So far, the Terms of Reference have been consulted on with comments accepted and the Project documentation has been shared with the OPFCC which set out in detail the timeline and key deliverables and will be regularly updated and reported on.

2.14 Tackling violence against women

A partnership led by Northamptonshire Police, Fire and Crime Commissioner and West Northamptonshire Council, with Northamptonshire Police, Northamptonshire Rape Crisis and Northampton BID, has come together to create a network of measures to make women safer at night by improving physical safety and security, tackling perpetrators and starting a conversation that helps people call-out abuse. The programme of work carried out has included measures to make licensed venues safer and a ground-breaking programme to train venue staff to recognise and tackle predatory behaviour.

In December 2021, the OPFCC worked in partnership with West Northamptonshire Council, to secure funding from the Home Office’s Safer Women at Night Fund. This is helping to reduce crime and make communities safer – in particular for women and girls – in and around The Racecourse and Becket’s Park in Northampton.

Central to the programme is a new communications campaign that will raise awareness of all forms of harassment and violence against women and highlight that it only takes one person to say enough is enough to challenge the attitudes and inappropriate behaviours of some men. The OPFCC and West Northamptonshire Council together were awarded more than £800,000 in Home Office funding to invest in the safety of women in the night-time economy.

The programme of work was developed in consultation with groups representing women and local communities, and has included:

- £180,000 investment for new, monitored CCTV and further investment for help points on the Racecourse, Becket’s Park, All Saints Plaza and Abington

Street in a first for Northampton. These allow someone to buzz for help and speak instantly to CCTV operators, while the camera zooms in on their location

- Funding to bring the Shout Up! programme to Northampton, to train and accredit bar staff in identifying and challenging harassing behaviour in their premises
- ANPR cameras and other safety improvements in the Racecourse car park and a well-lit and signed safer walking route across Becket's Park to the town centre
- Funding for licensed premises to take part in the Licensing Safety and Vulnerability Initiative (LSavi) so that they can reassure their customers they take security seriously
- Support for a special police operation that is targeting perpetrators who prey on women in the night-time economy

What makes our campaign unique is that partners have truly acknowledged that women's safety is everyone's responsibility and committed themselves to making a change and start a conversation about respect for women." A brief video setting out this work can be viewed on our YouTube page at:

<https://www.youtube.com/watch?v=ufBvkDNolMQ&t=134s>

Information and support can be found at www.itonlytakesone.org.uk

2.15 "Protect & Support Those Who Are Vulnerable"

2.16 Domestic Abuse Support

The Early Intervention Family Support team have been working with the Force to support families impacted by domestic abuse. The team of five practitioners contact victims where children have been present at the incident. They offer advice and guidance, particularly around safety planning and the laws in place to support victims and their families. The team complete assessments and refer to specialist domestic abuse services, sometimes the team have to refer the family to social care. The team are supporting families who previously would not receive support from the Force as the incident has been assessed as low risk.

Since January the project has received 428 referrals which led 342 families being contacted and supported. There were 86 referrals the team were unable to contact but appropriate and proportionate information was shared with partners such as Health or Education to ensure the children impacted were monitored for their wellbeing. Families contacted, are offered the opportunity to attend online workshops looking at types of abuse, impact on children and services available to support. 10 workshops have been delivered with 32 parents attending in total. There is further collaborative work with the Force sharing with Officers the journey of the Public Protection Notification (PPN) and the importance of obtaining correct contact numbers so the families can be contacted and offered support.

2.17 Demand for Support

In June and July 8 presentations were delivered to health colleagues from the 0-19 teams, GP Safeguarding Forums, GP practices and Acute Services. These presentations have resulted in direct referrals to the team from health professionals. The team have also been working closely with schools to promote the support offered at Tier 2.6 ACE training sessions have been delivered in schools with more booked for the start of the

Autumn term. It is hoped this input from the team will clarify to professionals if we would be the best service for the family.

The demand for Tier 2 support in the county is growing. The team have increased by a further 4 Practitioners since January and there will be further recruitment this year. Since January, the Early Intervention/ACE Family Support Practitioners have worked with 190 families. The team are seeing an increase in the number of children and young people experiencing difficulties managing their mental wellbeing and parents concerned about their ability to manage their children's behaviour. There have been a number of referrals for help with unsuitable housing and financial issues. These areas of concern are expected to increase over the next few months as families have to budget for higher fuel and food costs.

The Early Intervention/ACE Support team changed the way they receive referrals for family support. Now established within the county, the Early Intervention Service now has its own direct referral system, receiving referrals from GPs, Health Visitors and Hospital teams. Schools are making the highest number of referrals.

All professionals making a referral to the Early Intervention/ACE Support Service receive the following:

- Confirmation email, detailing the name of the practitioner who will be supporting the family referred.
- Decline email, detailing the reason for the decline and advice and guidance on possible alternatives for the referrer to consider.

Where referrals have not contained comprehensive or clear information, the Senior team have contacted the Referrer and obtained clarification or have given feedback on the standard of referral.

2.18 Feedback Received

The Early Intervention Service has been seeking feedback for the interventions delivered. Feedback has been sought from families and from the professionals who have referred to the Service.

Feedback for ACE Support and Interventions

Between Jan 22 –July 22, 52 families provided feedback:

- Satisfied with the support received - 47 Families scored us between 9-10 (score range 0 to 10)
- Would you change anything about the service received – 48 answered 'No'
- Would your situation have improved without our support – 38 answered 'No'

6-month feedback

The Early Intervention/ACE service are now in a position to revisit families 6 months after support has ended. Feedback received from the 20 families who received support 6 months previously, 60% said they had sustained positive change for their families with the support from the Early Intervention Team. Contacting the family gives a further opportunity to offer further support or refer to a specialist agency.

Partnership Agency Feedback

In May 22 the team invited feedback from Partnerships Agencies who had contact with the Early Intervention/ACE team. 7 responses have been received.

- Communication with the OPFCC Early Intervention Team – 100% rated us Excellent
- Quality of the Service – 100% rated us Excellent
- Information, Advice and Guidance (IAG) Provided – 100% rated us Excellent
- Referral Process – 86% rated us Excellent 14% rated us Very Good

2.19 Tackling the root causes of knife crime

The Early Intervention Service has two EI/ACE Practitioners working alongside Neighbourhood Policing teams and the Community Initiative to Reduce Violence (CIRV) programme. This year they helped to deliver knife crime interventions to Secondary School students (11 to 15 years) across the county. This educational intervention demonstrates the dangers of carry a knife with onsite support to any students concerned for their safety from the EI/ACE Practitioners.

The following schools have received a knife intervention, totalling over 4,000 children.

- Rushden Academy
- Northampton School for Boys
- Abbeyfields
- Northampton Academy
- Thomas Becket
- Malcolm Arnold Academy
- Weston Favell Academy
- CE Academy
- Duston School

There are more interventions planned in September to schools and Academies in East Northants. The team also supported an external drama group who delivered an alternative Knife Crime Intervention to Schools in Corby and Kettering and there are plans to continue this support to Schools in Wellingborough.

2.20 The Knife Angel

The Knife Angel, a national monument against violence and aggression made from 100,000 knives recently visited Northamptonshire thanks to funding from the OPFCC in partnership with local charity C2C Social Action, West Northamptonshire Council and North Northamptonshire Council. The Knife Angel heralded the launch of a month of activities across the county aimed at raising awareness and educating primarily young people on the impact of knife and violent crime.

We know that knife crime causes fear and anxiety, and my hope is that the Knife Angel will spark conversations, increase engagement and raise awareness of the consequences that knife and violent crime have on communities and in particular to young people. I have pledged to use early intervention and prevention initiatives to tackle the root causes of knife crime in Northamptonshire.

The Knife Angel is made from 100,000 blunted blades handed in to more than 200 knife amnesty bins and police forces across the country, including Northamptonshire Police. The artwork, created by Alfie Bradley at the British Ironworks Centre at

Oswestry in Shropshire, features messages from families of victims of knife crime engraved on the sculpture's wings.

2.21 More bleed cabinets rolled out across Northamptonshire

Seventeen new bleed control cabinets containing lifesaving equipment are being installed across the county by Off the Streets NN, with the support of funding from the OPFCC. The cabinets contain medical items that are used to stop catastrophic bleeding and keep someone alive until the emergency services arrive. The cabinets are being fixed outdoors in high profile locations including in Northampton's Racecourse, Eastfield Park – Wellingborough, the Recreation Ground in Kettering and at Adrenaline Alley in Corby.

In addition, 30 bleed control kits – trauma packs that are like first aid kits but contain specialist items that are used to stop serious bleeding – will be put into shops and stores that will be identified by a window sticker. These new kits and cabinets join more than 50 others already installed by campaigning organisation Off the Streets NN and are funded through a grant of £10,000 by the OPFCC.

Off the Streets NN set up the scheme to tackle knife and gang-related crime through a partnership approach, involving community bodies ranging from educational establishments to faith-based organisations and voluntary agencies. I am full of admiration for Off the Streets NN, and so proud to be able to support them. They are showing incredible commitment to making Northamptonshire safer and are a great example of a community coming together and taking action to tackle a major cause of community concern. These new bleed cabinets will complement the investment I made at the end of 2018 when I funded trauma response kits for every police response vehicle in Northamptonshire, alongside training for every frontline police officer in dealing with major traumatic injuries.

2.22 Working with our Young People

The OPFCC Youth Team have delivered group work and one to one interventions to young people across the county. These services are in high demand with 129 young people (10 to 15 years) receiving educational input in groups on healthy and unhealthy relationships, knife crime and exploitation. 105 young people received one to one intervention with a Youth Worker covering issues on anger management, self-harm and exploitation. The team are working alongside schools and other professionals to share information on children and young people who may be vulnerable to exploitation and have formalised a process across the county. These Contextual Safeguarding meetings have resulted in the earlier identification of children and young people to risk and harm and a supportive and established professional network who understand the issues facing the areas of the county they work.

The Youth Service is dynamic in its response to county issues and increased their presence in the Sixfields area, Northampton in response to anti-social behaviour by young people. In addition, the team offered training sessions to staff at the Sixfields cinema complex on issues such as child criminal exploitation, conflict management and knife crime.

Members of the Youth team have also been working alongside the Arson Task Force to deliver educational input around the risks of fire setting. The Youth team continued this input delivering the fire safety message to children they met in their own

communities in Rushden, Wellingborough, Corby, Kettering and Daventry. Further details can be found in appendix 1.

2.23 Summer activities will help build relations between police officers and young people

A host of summer activities were held to build relationships between local police officers and young children who are at risk of exploitation – as well as delivering key life and safety messages to them. The programme of events took place over a five-week period in Corby, Wellingborough, Kettering, Rushden and Daventry, and include BBQs, football sessions and big board game challenges. The sessions were delivered by the Youth Service of the Office of the Northamptonshire Police, Fire and Crime Commissioner (OPFCC), and were designed specifically to engage with young people in the community who may be at risk of becoming involved in gangs, adopting anti-social behaviour or to vulnerable young people being exploited.

The first week of the programme saw young people take part in party escape rooms, where they were set a series of challenges that addressed issues and raised awareness on keeping safe, alcohol, drugs, consent and safe relationships.

The second week included a big board game challenge educating participants on stop and search procedures by the police, as well as splash sessions teaching them valuable water safety lessons, while the third week's activities focused on learning about emotional wellbeing and protective behaviours. The final two weeks also included 'Saved by the Bell' sessions which addressed hate crimes, while 'Back of the Net' drills and a football match against police staff followed by a BBQ will helped to build positive relationships between young people and the police.

We need to do as much as we can to protect young people in Northamptonshire, which is why I have significantly invested in this area. The Youth Service in my department has worked with more than 4,000 children and young people since it was established, and I am sure this programme of events will prove very valuable in educating them and helping to prevent them from becoming involved in or becoming victims of crime.

2.24 “Effective Justice”

2.25 Local Criminal Justice Board

Since March 2020, the Local Criminal Justice Board which I chair continues to bring key criminal justice agencies together. The focus has now moved away from the drawing up of a coordinated response to the COVID pandemic, onto wider cross agency performance challenges such as improving conviction rates and reducing the time it takes to prosecute defendants for adult rape offences. This year I have continued to make a substantial investment in supporting the Integrated Offender Management scheme in Northampton. This is a multi-agency project involving the Force, Probation, The Third Sector, and both Local Authorities. The aim of this scheme is to offer support to those prolific offenders who wish to change whilst tightly monitoring and 'gripping' those who do not. I am pleased that the scheme has attracted significant partnership support. My team and I are engaging with the Director and other senior staff at HMP Five Wells in Wellingborough, which has been steadily building up its allocation of prisoners.

2.26 Tackle substance misuse

A further £240,000 has been allocated towards Substance Misuse Treatment and Recovery Services this year. These funds are pooled with the Local Authority treatment budget which is administered by North Northamptonshire council on behalf of the whole county. In addition, Northamptonshire has been awarded additional Home Office Grant funding to tackle substance misuse amongst our local homeless population. Probation have also received a funding uplift and now contribute to the funding of substance misuse treatment. The OPFCC, NNC, Social care, and Probation are conducting a comprehensive joint needs assessment of treatment services in the County this year, as a precursor to a wholesale recommissioning treatment services in 2023.

Over a number of years, the OPFCC has been instrumental in commissioning a range of out of court disposals (OOCs) for low level offenders, ensuring that appropriate offenders can be conditionally cautioned to attend a rehabilitative programme, for example for domestic abuse offending, drug or alcohol offending and a special programme for female offenders. This range of conditional cautions has helped the Force to be well placed for the national implementation a two tier OOC system.

2.27 Addressing mental health issues

Northants was a test bed site for Mental Health Treatment Requirements, and the work undertaken here has gone on to shape national thinking on how best to deliver mental health (and subsequently other) treatment as part of a court order. I continue to provide additional funding for this scheme and early evaluations of this work have identified very significant positive outcomes. I plan to provide additional investment this year in Op Alloy which will see mental health nurses continue to work closely with the Force, providing advice and support both in the Force Control Room and in Response vehicles. This has doubled the service capacity and extends the service to 3am. As a result, the quality and appropriateness of our response to those with mental health needs is improved.

2.28 “Modern Services That Are Fit for Purpose”

2.29 A strong and inclusive Fire & Rescue Service

Work is being undertaken throughout the service to demonstrate positive activity to promote a strong and inclusive organisation which allows staff at all levels to develop and grow their potential. The Service 2021 – 2025 ‘Culture and People Strategy’ is now in place to deliver on the requirements of this objective via three of its five themes:

- Future proof
- Resilient Leadership
- Empowered, engaged and accountable.

2.30 The draft strategy, plans, action plans and target dates including performance measures that fall out of this strategy are under review in anticipation of feedback from HMICFRS and any areas of improvement from the EDI Survey hosted by Nelson Training. The workforce development team are also progressing an effective Leadership programme alongside new talent and promotion processes; actions underway within that programme are as follows:

- Consult and implement the Leadership Fire Standard.

- Deliver Leadership CPD programme to leaders at all levels based on business priorities as determined.
- Deliver management business skills CPD programme.
- Further explore and integrate Leadership delivery in conjunction with Police via shared resource's including Enabling Services.
- Deliver talent management plan to ensure all staff have opportunities to develop, progress and/or be the best they can be in current role.
- Integration talent management processes with Police and Enabling Services.
- Continue to monitor improved promotion processes in line with the Workforce plan.
- Continue to update and improve development programmes for all operational roles and introduce NFCC Supervisory Managers development programme.
- Implement a process to identify, develop and support high-potential staff and aspiring leaders.

2.31 Working Closer Together

Closer collaboration between Police and Fire & Rescue is central to my Police, Fire and Crime Plan and I continue to work closely with both the Chief Constable and Chief Fire Officer to further explore, enhance and deliver their joint operational activity and ambition.

A new strategic board has been established between Police, Fire and Rescue and the OPFCC which will meet monthly to ensure progress is effectively tracked. This will also include providing oversight of the 'Working together measures' within the Police Fire and Crime Plan.

To date, four key priority areas have been agreed, including:

- The development of a multi-service officer role
- Community Safety/ prevention
- Cadets and Volunteers
- JOT - centre of excellence

Each work stream has appointed named leads from each organisation, who are now scoping out how these areas can be developed in line with the strategic intent within the Police, Fire and Crime Plan and a joint briefing document has been produced to capture the current interoperability work, to highlight what is already embedded as business as usual and to outline the ongoing focus of the group. In addition to this, work is continuing to identify the requirements needed to deliver a Joint Feasibility Study/Outline Business Case for a New Joint Control room.

2.32 Significant progress in how Northamptonshire Fire and Rescue Service keeps the county safe

Northamptonshire Fire and Rescue Service has been commended for the improvements that it has made in keeping the county safe, in its second inspection by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services. A full inspection of the service was carried out earlier this year and, in their report, the Inspectors say that they are "pleased to see the service has made significant progress since the 2018 inspection in how effectively and efficiently it keeps people safe and secure from fires and other risks.

The inspection looks in detail at work across three categories – effectiveness, efficiency, and people. The inspection found that there had been major improvements in the Service’s effectiveness at responding to and preventing fires and protecting the public through regulation.

These areas of work were individually graded as ‘Good’, and the Service received a ‘Good’ grading across the board for its operational effectiveness. Efficiency, making the best use of resources and having a robust plan to manage its finances well into the future, also received a ‘Good’ rating overall from the Inspectors. These areas had been graded as requires improvement in the previous inspection in late 2018.

They acknowledged that there is more work to do in the ‘People’ area, however, where the HMICFRS graded Northamptonshire Fire and Rescue Service as ‘requires improvement’. The ‘People’ area looks at work such as promoting the right values, ensuring fairness, and encouraging diversity. HMICFRS found that improvement is needed in each of these areas. They noted, however, that the Northamptonshire Fire and Rescue Service leadership team is showing “strong strategic intent” to push forward in this area of work. HMICFRS praised the Service’s improvement and overall direction, saying that they “commend the service on the changes it has made and expect it to continue to resolve the further areas for improvement we have identified.”

I am very pleased that the independent assessment from HMICFRS confirms what I believed was the case – that Northamptonshire Fire and Rescue Service is providing a much-improved service in the way they keep the county safe. During the recent extraordinary heatwave, we saw our firefighters and staff working hard in very challenging situations and I know that people join me in thanking them. They should be proud of how much they have improved, and I always believed that moving under my governance, with increased opportunities for joint working, would enable Northamptonshire Fire and Rescue Service to deliver the best possible service to the people of this county.

I am disappointed by what HMICFRS had to say about values and inclusion and there is clearly much work that needs to be done in that area. I know the Chief Fire Officer and his team will be as disappointed as I am in the report’s findings, and I know they will be working just as hard to create a better culture as they have done to improve efficiency and effectiveness. I expect to see plans in place to improve the culture as soon as possible. I will also be looking for opportunities for further collaboration with Northamptonshire Police as both organisations work to build trust and confidence across the board.

2.33 Government White Paper on fire reform

The Government’s White Paper on the future of the fire service is an opportunity to fundamentally reform the fire service so that the professional skills of those firefighters and staff who do such outstanding work to keep the community safe can be used to their fullest extent within a structure fit for the risks we face today.

As one of just four Police, Fire and Crime Commissioners, I am directly elected to the public and am accountable to them. Since taking responsibility for our Fire and Rescue Service, it now has greater financial stability and has been able to plan to modernise and develop as an organisation.

The Chief Fire Officer and his team have the stability and autonomy they need, and our fire service is better equipped, prepared and able to respond when called on to do so. Our shared approach to buildings and professional services with the police has resulted in closer collaboration that makes sense to the public and can only result in better outcomes. But it takes more than response to deal with the changing risks that face our communities – prevention, protection, community resilience are all vital to public safety. We saw this clearly during the pandemic, when firefighters stepped up to carry out a variety of roles to keep people safe and keep public services moving.

That must be the catalyst for reform and to ensure our fire service is able to meet the challenges that face communities today and tomorrow. I welcome this opportunity to make changes that will enable firefighters to reach the highest professional standards, to have the most rewarding career path and to play the strongest role in community safety.

At the centre of the Government's Fire Reform White Paper are plans to deliver:

- Increased public safety: by improving the professionalism of the fire and rescue service through modern workforce practices and potentially establishing a College of Fire and Rescue
- Improved accountability: through the proposals to transfer fire governance to a single elected individual, overseeing delivery by operationally independent Chief Fire Officers
- Better engagement with the public: through the 10-week consultation the government will listen to the views of the public and stakeholders, after which it will finalise its reform programme

The world has changed so much but the way the fire service is structured has simply not kept up. The white paper is an opportunity to ensure the fire service continues to play a central role in keeping the public safe.

3. Holding the Chiefs to account

3.1 Fire Accountability Board 14 January 2022

Budget 2022/2023

The Commissioner requests a presentation of final budget proposals for Northamptonshire Fire and Rescue Service for 2022/2023 to include the treasury management and reserves strategies. Both the Commissioner and Chief Finance Officer recognised the significant work that had been undertaken to get to the current position on the budget. The Commissioner further acknowledged the amount of work that had taken place with government departments to build secure additional funding and thanked everyone involved. The Commissioner was satisfied that the Fire Service had been able to provide a proposed three-year balanced budget, subject to the assumptions outlined within the proposal. The Commissioner reiterated that it was essential that the Fire service delivered robustly against the proposed savings plan. This was required to achieve a balanced budget and to create the ability to reinvest in other areas. The Commissioner asked that the Chief Fire Officer appoint a senior officer to lead the operational review and also provide the indicative timescales for this work. This is an important piece of transformational work and as such, should be prioritised accordingly. The Commissioner formally approved the proposed budget.

3.2 Fire Accountability Board 8 February 2022

Budget conditions letter update

As part of the budget setting process for 2021/2022, the Commissioner and Chief Fire Officer agreed a budget conditions letter outlining areas that were to be delivered in this financial year. The Commissioner commended the progress that had been made on the capital budget and compliance with audit processes, noting that they had improved significantly over the past year. The Commissioner reiterated that the required £149k saving in the budget for 2022/2023 was in relation to cashable savings. While the Commissioner was pleased with the overall progress against the agreed budget conditions, he did raise some concerns about the pace of progress on the operational interoperability activity between Fire and Police. He requested that the Chief Fire Officer link in closely with the Chief Constable to ensure there was a shared vision and commitment to progress.

Code of Ethics paper update

In May 2021, the Fire Service in England adopted a national Code of Ethics. In July 2021 NFRS presented to the PFCC its plans to properly embed this into its daily business. The Commissioner requested an update on the progress on achieving this since this time, describing how the activity described in the July 2021 paper has continued and progressed and seeking actual examples of where this adopted code has made a difference. The Commissioner recognised that whilst the Code of Ethics was relatively new for the Fire Service nationally a significant amount of work had already been undertaken locally to embed these and accepted that whilst there had been a number of workstreams concerning ethics and EDI in the service it was difficult to determine what changes had taken place in terms of culture as a direct result of the code, rather than something else. As such the Commissioner requested a further update in relation to cultural changes brought about through all of these workstreams later in 2022.

3.3 Fire Accountability Board 8 March 2022

NFRS performance update

The Commissioner requires an update on the performance against the measures and metrics contained within the IRMP. The Chief Fire Officer provided a briefing on the performance of NFRS against the measures in the IRMP. Overall, the Commissioner was assured that progress continued to be made in reducing the risks to local people, with performance positive in most areas. The Commissioner was concerned about the increased rate of short-term sickness. The Chief Fire Officer stated that this was mainly covid related but that work was needed with some junior managers to ensure that repeated bouts of short-term sickness was identified earlier and managed appropriately. This work is underway. The Commissioner was pleased that the agreed 3-year high risk-based inspection programme was on track.

Grenfell Inquiry

The Commissioner requested a briefing that provides an end of year update on the implementation of actions arising from the Grenfell Tower Part 1 report. The Commissioner was provided with an update about continued progress relating the local action plan arising from the findings of the Grenfell Tower fire inquiry Part 1. This was considered alongside the recent HMICFRS inspection and it appears that

comments on that will be positive. The Commissioner is assured that at this point progress is good and appropriate and that there is strong governance around this.

3.4 Fire Accountability Board 10 May 2022

Internal Audit update

The Commissioner requires a report to provide an overview of all internal audits completed in 2021/2022, outlining all recommendations made, whether these have been accepted, progress against completion of required activity and timescales for completion, where they remain outstanding. The Commissioner was assured that the Fire and Rescue Service now had a process in place to manage internal audits; an improvement from when he took over governance of NFRS and that real progress was now being made. Whilst adherence to Policy had generally always been rated as good, this was not the case with compliance, but the Commissioner was now very pleased to see that compliance was now much better. There was a discussion over the audits relating to IT systems and data quality, which were areas where some deficiencies had been identified. He was provided with some assurances that work was underway to address these and while progress had not been as fast as he would like, this was being hindered by staff changes in the restructure of D&T as a department, which again was on course to be resolved. The Commissioner stated that he would require an update on these two audit reports and progress in 6 months' time.

Health & Safety Update

The NFRS health and safety policy requires an annual presentation on Health and Safety performance to the PFCC. The PFCC was presented with an up on the health and safety performance over the period 1st April 2021 to 31st March 2022, which meets the needs of internal policy. The Commissioner welcomed this update and the fact that it provided him with assurances that health and safety processes in the service were robust, with reducing numbers of incidents being reported. The processes appeared to both mitigate risks to staff and the public and allow for effective reporting. He drew comfort from the fact that even in the small number of incidents that were required to be reported to HSE, no action was taken by them. The Chief Fire Officer reported to the Commissioner that he was satisfied that Health and Safety processes in place were appropriate and satisfactory.

Emergency Cover Review

The Commissioner requested a briefing outlining the status and progress in the delivery of the NFRS Emergency Cover Review, to include terms of reference. The Commissioner was largely content with the proposed process to be followed involving the appointment of an external supplier to assess demand and risk but was not content that the paper he had been provided with contained a defined terms of reference to be agreed to. The Chief Fire Officer agreed these would be provided as a matter of priority. The Commissioner raised the point that the defined project team did not include representation from estates, fleet, finance and HR. The Chief Fire Officer assured him that this would be the case. There was a discussion in relation to timescales for this review, and the proposed times from the Chief Fire Officer involved two key dates, in July 2022 for the completion of risk and demand assessment and then October 2022 for the recommendations to be presented for agreement or adoption.

SAN H Airwave connection

Given some emerging concerns about the NFRS SAN H connection allowing access to the Airwave communication system and the life of this the Commissioner requested an update on this. The Assistant Chief Officer agreed to provide final recommendations on the SAN H issue w/c 6th June.

3.5 Fire Accountability Board 14 June 2022

Performance update

The Commissioner was presented with the regular quarterly update on the performance of NFRS against the metrics in the IRMP. Overall, the Commissioner was assured that fires and overall demand on the service were continuing to reduce, with the effect that local communities are safer from fire. This was particularly the case in respect of fires in people's homes which continued to see a long-term decline. The Commissioner noted the recent increase in secondary fires, which included issues such as bin fires and wildfires. The recent local trend in this is mirrored at a national level and following a discussion, the Commissioner asked the Chief Fire Officer to continue to monitor this, to explore potential options for additional interventions if this trend continued. The Commissioner expressed some concerns about increasing sickness levels with staff and asked whether absence management arrangements were robust. The Chief Fire Officer stated that there were good policies and procedures in place in relation to this but at some levels of supervision he and his team felt there could be improvements in the application of these and that there was work ongoing to ensure that this was the case. The Commissioner stated that he would continue to look at this over the next quarter and would hope to see some improvements. In terms of prevention the Commissioner was pleased to see a return to higher levels of home fire safety visits despite some of the pandemic-based restriction the service had been operating under over the past 12 months or more. He thanked the Chief Fire Officer for this focus.

Pension Abatement

The Commissioner is aware that firefighters can apply for the abatement of their pension, allowing retirement, with access to their pension lump sum and further ongoing employment with the drawing of their annual pension, at the point they cease employment. The Commissioner made it clear that his rationale as Fire Authority for requesting this report was to assure himself there was a fair and objective process in place for the authorisation of continued employment post retirement of firefighters and any pension abatement. The paper was supported by the NFRS policy on this matter. The Commissioner noted that the number of people that were affected by this was small. The Chief Fire Officer stated that there were good policies and procedures in place in relation to this, but he and his team felt there could be improvements in the application of these and that there was work ongoing to ensure that this was the case. The Commissioner stated that he would continue to look at this and would hope to see some improvements. The Commissioner expressed the need for the Chief Fire Officer to ensure that effective and proper succession planning was in place for key roles as a means of ensuring roles were undertaken rather than a reliance on this approach. He did not see evidence that this was the case across the board but wanted to ensure that proper planning was evident. The Commissioner made it clear that any abatement proposals moving forward need to be compliant with the LGA guidance and pension and HMRC requirements in this regard.

3.6 Fire Accountability Board 12 July 2022

Strategic outcomes requirements update

The Chief Fire Officer, as a part of the budget setting process for 2022/23, agreed a set of strategic outcome requirements with the Police, Fire and Crime Commissioner. These were set out and agreed in a letter. The Commissioner requested an updated which outlines the progress made against the achievement of these to the end of June 2022. He agreed that some progress had been made across the range of measures recorded within it. The Commissioner made specific reference to aspects of the progress on Interoperability between Northamptonshire Fire and Rescue Service and Northamptonshire Police and made the point that now a number of areas had been identified for further future development he expected to see more rapid progress on them. There was a lengthy discussion on matters relating to equality, diversity and inclusion and the Commissioner summed this up by stating that there was much work still to do on this and this must now be a priority. The Chief Fire Officer reported that work on his Emergency Cover Review was on track in line with agreed timescales for reporting. The Commissioner accepted a plan for monthly updates to be provided to his office by AM Kerry Blair on behalf of the Chief Fire Officer.

National Operational Guidance and Fire Standards

In November 2021 the Chief Fire Officer presented the Police, Fire and Crime Commissioner, with an update outlining progress in relation to the implementation of National Operational Guidance and Fire Standards into the service. NFRS provided the Commissioner with an update on the progress of the implementation of National Operational Guidance and Fire Standards. It was noted that at this point there were over 1900 strategic actions agreed for NOG implementation; Progress was being made in relation to this and compliance overall in NFRS was positive at 81% and improving. It was reported by the Chief Fire Officer that for small services like Northamptonshire some expectations were unrealistic and there will be a few instances where an evidenced based decision might need to be made, with rationale as to why compliance was not favourable. The analysis that had been undertaken regarding the time allocated for On Call firefighter training would not be sufficient to allow full training to be NOG compliant. As such, NFRS have explored the options for an E learning platform that would allow greater flexibility in the delivery of this training. The Commissioner welcomed this and requested the associated costs are clearly identified for further discussion and approval where necessary. In relation to Fire Standards implementation the Commissioner asked the Chief Fire Officer to provide him with an indicative implementation timeline for the published 11 standards.

3.7 Police Accountability Board 14 January 2022

Budget 2022/2023

The Commissioner received an update and offered his thanks to everyone for the work undertaken to present a balanced budget over three years. The Commissioner welcomed the ambition being shown by the Chief Constable and his senior team to identify savings in the core budget that would assist ongoing investments in areas of operational business. There was a discussion about several investment proposals from the Chief Constable. It was agreed that if the Force made the savings proposed and, with the agreed use of balancing reserves, the proposed three-year budget was affordable. This was commended by the Commissioner. During the discussion on the investment proposals, it was made clear by the Commissioner that while these appeared to be affordable, he would wish to discuss these in more details with the

Chief Constable before agreeing to them and as such, given the viability of the budget proposals, this could be agreed at the next accountability board meeting on 8th February.

Budget conditions letter update

The Commissioner agreed that in most areas there had been positive progress and he thanked the Force for this. There was a discussion about progress in relation to interoperability; Whilst the Commissioner was satisfied that progress on the enabling services agenda was positive, he was less assured in relation to the operational interoperability workstreams. He also reiterated that he wished to quickly see the promised PCSO review.

3.8 Police Accountability Board 08 February 2022

Force matters of priority performance update

The Commissioner commented on what he considered the improved quality of the performance pack that Chief Officers were now utilising. The Commissioner was assured that there were signs of genuine improvement across a range of areas, and in the case of the Chief Constables 'matters of priority', the Force was currently achieving 22 of its 33 localised targets. The Commissioner expressed his concerns in relation to grade 1 response times and ASB satisfaction levels however, he was cognisant of the good work undertaken by the Force that assured him that there were genuine improvements across the board. It was noted that further improvements are also required in other areas including knife crime and neighbourhood crime.

2021 PEEL inspection

The Commissioner recognised that the Force had what appeared to be an effective governance and oversight process in place for responding to the recent PEEL inspection, with senior officer leadership. He was also pleased to see that initial progress had been made on some of the recommendations/AFI. The Commissioner asked for further details on the sign off process for areas of identified improvement and was assured by the robustness of the process in place between the force and HMICFRS. The Commissioner thanked the Chief Constable for the comprehensive update and stated that he would ask for quarterly updates against the milestones presented at this meeting.

Investment proposals.

The Commissioner agreed in the January Accountability Board that if the Force made the savings it proposed as part of the 2022/23 budget setting process, he was supportive of the Chief Constables Investment Proposals but that he would wish to discuss these in more detail before agreeing to them. The Chief Constables Investment proposals along with the supporting business case for each one were submitted for review on 7th December 2021 for consideration.

3.9 Police Accountability Board 08 March 2022

Violence against women and girls

The Commissioner was presented with an update that covered two issues. These were the Force response to the HMICFRS 2021 national report relating to the police response to violence against women and girls and progress against the 5 recommendations within it. The second was a presentation of the Northamptonshire Police plan to address VAWG. There was a discussion in relation to the impending

review of the Force protecting vulnerable people department, that will include investigative and support functions. The Commissioner requested that Nicci Marzec was consulted in the development of the Terms of Reference for this. The Commissioner also sought assurance that where it was appropriate, this review would also include partners. The Commissioner received the Force 4 P plan relating to violence against women and girls. He raised concerns about what appeared to be a downturn in performance in the Force responding to requests for information under the Domestic Violence Disclosure Scheme. This was acknowledged by the Chief Constable who provided him with assurances that this was recognised and unacceptable and would be rectified. The Commissioner recognised that progress was being made on this agenda but made the point that this was a high priority and he expected further improvements to be made and would look to reassess this in 3 months' time

EMSOU Forensic Services (FS)

The Commissioner received an update in relation to the performance of EMSOU (FS), which covered attendance at crime scenes and forensic evidence recovery rates. The presentation highlighted that there had been some process issues relating to scene attendance and this had been rectified. In addition, the Chief Constable had agreed to the recruitment of additional crime scene investigators from the current budget. There had been a reduction in the conversion rate of DNA and fingerprint identifications over the last 12 months and the analysis to identify the reasons for this was being undertaken. The Chief Constable acknowledged that this was not acceptable and that the Force needed to improve. The Commissioner agreed with this and was grateful that this work had already started but stated he would be seeking a further formal update on this later this year.

3.10 Police Accountability Board 10 May 2022

Budget Conditions Letter Update - Force strategic priorities/matters of priority update

The Commissioner thanked colleagues in the force for the quality of the data and supporting papers. The update provided the Commissioner with an assessment of how the Force had performed against the targets and measures set as part of the Chief Constable's agreed matters of priority for 2021/2022. There were a number of areas that resulted in discussion. Satisfaction with victims of anti-social behaviour has dropped. The Commissioner was pleased with a recently piloted approach to dealing with ASB which had seen early signs of improved levels of satisfaction but stated that he felt more needed to be done to better understand this issue. He was assured that recording of crimes overall and for high-risk matters such as domestic abuse was robust. The Commissioner acknowledged that there had been a change in the operating environment that had affected response times but was concerned about the drop in performance. While accepting that the Force response times for emergency calls was below the national NPCC target of 15 minutes he made clear he did not accept the change to this national target from a local one mid-year and reinforced to the Chief Constable the importance of response times. Overall, the Commissioner was assured that performance was moving in the right direction in many areas, with work still to do in others.

Integrated Offender management

The Commissioner received an update outlining the progress of integrated offender management in the County and welcomed the positive work that had been

undertaken over the last 6 months. The briefing that accompanied the paper demonstrated some positive case examples of some of the early successes. He also welcomed the positive commitment and support from the Probation Service. Overall, the Commissioner was pleased with progress and asked for an update report to be provided in 6 months

Stop & Search

The Commissioner welcomed the update from the Force on this subject. He noted that it was interesting that the Force received very few complaints relating to stop and search and in some cases, in areas affected by high crime levels, members of the public regularly asked officers to conduct these searches in greater numbers. The Commissioner was pleased with the increases in the seizures of knives and weapons recovered from stop and search activity. There was a discussion about disproportionality relating to black members of the community and while this is lower in the County than nationally there was still some evidence that this existed. The Commissioner challenged the Force to better understand this and address or evidence it and was assured that work is ongoing to do so.

3.11 Police Accountability Board 14 June 2022

Force 5-year plan update

In 2021 the Chief Constable wrote and delivered his 5-year plan, outlining the vision for the future shape and delivery for Northamptonshire Police. The Commissioner requested an update that outlines the progress to date for delivery against this plan. The Chief Constable presented an update outlining some of the highlights on progress towards his 5-year vision, one year after publication. The paper outlined progress in several areas, within the five high level outcomes or aspirations set out in the vision's strategic roadmap:

- Quality of Service
- Prevention & Intervention
- Effective Strategic Partnerships
- Release Capacity &
- Healthy Culture

During the presentation there were discussions relating to the issue of positive outcomes and the longer-term vision for this, following initial improvements in the past year. Both the Chief Constable and Commissioner agreed there was scope for further improvements here. The Commissioner challenged the Chief Constable in relation to the benefit that the public would see from the work being undertaken on the Force branding. The Chief Constable made the point that this work was aimed at setting an appropriate tone for the professionalism of the Force moving forwards, particularly in relation to service with an improved customer focus. The Commissioner acknowledged the improvements the Force had made but reflected that there was still more to do; notably, putting the public first and improved outcomes, to deliver the outstanding Force that both he and the Chief Constable aspired to. The Commissioner stated that he would have liked to have seen a more explicate reference to the Police Fire and Crime Plan in the document given that this is how he will evaluate the success of the Chief Constables vision.

Internal Audit

The Commissioner requested an update that outlines the internal audits from 2021/22 and include the overall findings, any recommendations made and whether these are accepted by the Force. While acknowledging the fact that audits should be in many ways targeted at areas where there might be concerns or are high risk, the Commissioner did challenge the number of such audits over the past year where only limited levels of assurance had been provided. The Force provided assurance to the Commissioner that improvement had been made. He confirmed that the Force Assurance Board is now responsible for ensuring that where issues were identified in audits they are prioritised and rectified in a timely manner. The Commissioner noted that there were a few areas such as seized property and NCALT training that regularly appeared on audit reports, and he expected these to be resolved and closed. He also acknowledged that improvements had been made to the overall management of these processes and as a result he had greater confidence in the monitoring measures that the Force now had in place.

3.12 Police Accountability Board 12 July 2022

Strategic outcomes requirements update

The Chief Constable, as a part of the budget setting process for 2022/23, agreed a set of strategic outcome requirements with the Police, Fire and Crime Commissioner. These were set out and agreed in a letter. The Commissioner requested an update outlining the progress made against the achievement of these to the end of June 2022. There was discussion on several points, notably response times, positive outcome rates, quality of service and digital forensics. The Commissioner made the point that he was pleased with the measures and KPI that the Chief Constable had adopted for judging activity and success against his measures of success. He made the point that his office had queried some of the actual baselines and metrics as they were open to interpretation and wanted complete clarity and we awaited a response from the Chief Constable on those but agreed with the broad thrust of them. The Commissioner stated that where the Force had requested additional investment in places like vetting and DFU that vetting, and recruitment was being prioritised as some of these vacancies still existed The Commissioner was assured that there was progress being made in most areas, for this early stage of the year. He again reinforced his expectation that both the Chief Constable and Chief Fire Officer would ensure there was pace in the operational interoperability work.

HMICFRS update

At the February 2022 accountability board, the Chief Constable provided an update relating to the 2021 HMICFRS PEEL inspection report. At that meeting it was agreed that there would be quarterly follow up reports. The Commissioner was assured that the Chief Constable had robust oversight and governance processes in place to deliver against the PEEL inspection AFI's. He reinforced the point that activity still needed to be delivered but was assured with the Chief Constable comments that all were on track to meet his expectations and will have been actioned by the end of Q3 2022. The Commissioner requested clarity from the Chief Constable about his comments in the report on the Force being graded as good. The Chief Constable confirmed that it was his intention that the Force would be graded as good in all areas at the next PEEL inspection. The Commissioner stated he would require a further report in 3 months' time.

Violence Against Women and Girls report

In March 2022 the Chief Constable provided the PFCC with a report outlining progress against the September 2021 HMICFRS report “Police response to violence against women and girls” and a progress update in relation to the Force Strategy and delivery plan for VAWG. At that meeting it was agreed that this would be subject to a further update in a quarter. The Commissioner was assured that progress had been made across a number of areas of this important agenda. He welcomed the fact that the Force were cognisant that policing the night-time economy and the risks posed to women was as much a cultural matter as a policing matter and that there will be additional training to support that. He welcomed the progress made against the 5 recommendations in the HMICFRS report but stated that he would have expected more detail in the paper on the work against the internal plan

4. Summary of PFCC Decisions taken

- [Decision Record 262 – Force Vehicle Purchases](#)
- [Decision Record 263 – Target Hardening Services](#)
- [Decision Record 264 – Grounds Maintenance Contract Extension](#)
- [Decision Record 265 – PPC vehicles](#)
- [Decision Record 266 – Additional Independent Domestic Violence Advisors](#)
- [Decision Record 267 – ANPR Installations](#)
- [Decision Record 268 – Sunflower Funding](#)
- [Decision Record 269 – National Police Coordination Centre](#)
- [Decision Record 270 – UoN Contract Extension](#)
- [Decision Record 271 – Temporary Labour Contract Extension](#)
- [Decision Record 272 – Northamptonshire Police and Fire Collaboration Arrangements](#)
- [Decision Record 273 – External Audit Services](#)
- [Decision Record 274 – Supply of Multi-Functional Devices](#)
- [Decision Record 275 – Qlik Licencing Extension](#)
- [Decision Record 276 – Orbis Licence Renewal](#)
- [Decision Record 277 – Skoda Vehicle Purchases Contract](#)
- [Decision Record 278 – Microsoft Licences](#)
- [Decision Record 279 – Supply of Goodyear Tyres](#)
- [Decision Record 280 – Provision of GIS Software](#)
- [Decision Record 281 – Provision of Volvo cars](#)
- [Decision Record 282 – Contract Variations for Voice re Sunflower Funding](#)
- [Decision Record 283 – Brook Street temporary labour contract extension](#)
- [Decision Record 283 – Brook Street temporary labour contract extension](#)
- [Decision Record 284 – Contract Extension Degree Holder Entry Program](#)
- [Decision Record 285 – Contract Extension Supply of Fuel](#)
- [Decision Record 286 – Out of Court Disposals for Domestic Abuse Perpetrators](#)
- [Decision Record 287 Record Management Strategy](#)
- [Decision Record 288 – Station CCTV systems](#)
- [Decision Record 289 – Call off contract for BMW Vehicles](#)
- [Decision Record 290 – Permanent Posts in Estates](#)
- [Decision Record 291 – Cleaning Contract Extension and Variation](#)
- [Decision Record 292 – Police Diesel Supplies](#)
- [Decision Record 293 – Voice Contract Renewal](#)
- [Decision Record 294 – Sunflower Contract Renewal](#)
- [Decision Record 295 – Integrated Communication Control System](#)

- [Decision Record 296 – Project and Portfolio Management System](#)
- [Decision Record 297 – Safer Streets Contract Variation](#)

Key Fire and Rescue Decisions

- [NFRS Decision Record 78 NCFRA Firefighters Apprenticeship Contract Variation](#)
- [NFRS Decision Record 79 External Audit Services Procurement](#)
- [NFRS Decision Record 80 Replacement Command & Control System](#)
- [NFRS Decision Record 81 NCFRA Firefighters Apprenticeship Additional Contract Variation](#)
- [NFRS Decision Record 82 Network Connectivity Services](#)
- [NFRS Decision Record 83 Short Term Tenancy Agreement with EMAS](#)

5. Recommendations

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

Stephen Mold