

Appendix 1:

POLICE, FIRE AND CRIME PLAN

Q1 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.



Q1 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 Neighbourhood Police Teams.

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 and problem solving.

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 can also involve Fire Officers incorporating advice on preventing domestic burglary, doorstep crime and fraud on behalf of the police.

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.

Increase organisational capacity in protection, ensuring our warranted Protection Officers can focus on the most complex areas: The protection department has 13 staff, this includes 8 frontline fire safety inspectors. The headline statistics for protection delivery in 2021/22 are:

- The team undertook 561 inspections within the Risk Based Inspection Plan (RBIP) of which 15% required follow up activity.
- 319 targeted risk management jobs were completed to react to emerging issues or concerns.
- The team reacted to and investigated 80 concerns by 3rd parties over the fire safety in a premises.
- 99.6% of consultations under Building Regulations were responded to within the initial 15 days.
- 495 consultations were received and responded to in total.



Q1 22/23 **Police** Priority Commentary

At a Glance:

Reduce Repeat Victimization: Progress has been made by the Force in the past year in dealing with domestic abuse with the Force reporting a fall in the number of repeat victims. At the end of June 2022, the repeat victim rate over a 12-month period was at 41.7% which is below the previous 2 financial years (including pre-COVID). Greater reductions were seen from those victims who are most at harm with repeat rates reducing for both 'high' risk and 'medium' risk persons. The national VAWG agenda is likely to encourage victims to come forward and will likely lead to an increase in repeat victimisation rates in the future, however focussing on those victims at most risk has to take priority for future performance. My office will continue to work with the Force to reduce repeat victimisation for other crime types such as burglary and ASB.

Deliver and maintain the ANPR network in Northamptonshire to ensure it supports the prevention, disruption and detection of crime: Over 150 new ANPR cameras have been installed across the county over the past 18 months, which more than doubled the size of the ANPR network in Northamptonshire. The new cameras marked a £1.3m investment by the Fire and Crime Commissioner and the Chief Constable.





Q1 22/23 **Working Together** Priority Commentary

At a Glance:

Give people the opportunity to participate in schemes that make the county safer: As a major part of my strategy to tackle violence against women and girls I have promoted within the county the Licensing Security & Vulnerability Initiative (Licensing SAVI). This initiative encourages venues to improve operational security and those who take the assessment are given a star rating to display and show the efforts to improve safety. As a result, within recent months, three establishments within the county have signed up to the licensing initiative that will make their venues safer for customers and staff. My office will continue to promote Licensing SAVI and appeal for more establishments in signing up to the licence.

Ensure that people have access to information and support to help them prevent crime and keep themselves safe: During May 2022, staff from my office and officers from Northamptonshire Police joined colleagues across the UK to prevent and tackle knife crime, as part of the national Operation Sceptre week of action. Knife crime is a priority within my Police, Fire and Crime Plan and the week of action coincided with the visit of the iconic 27ft tall knife angel statue which toured the county during the month.

Invest in target hardening schemes in areas of the highest risk to reduce crime: During Q1 22/23, work concluded to improve safety for residents in the Hemmingwell estate of Wellingborough. The Office of the Police, Fire and Crime Commissioner successfully bid for more than £400,000 in funding last year in the second round of Safer Streets funding by the Home Office. Much of the work has focused on new and more secure doors being fitted at more than 300 properties on the estate, in partnership with Greatwell Homes. Ten new CCTV cameras have been added to extend coverage in the area, as well as several environmental improvements such as the removal of derelict garage blocks and cutting back trees to improve visibility. And more than £40,000 worth of home security products were handed out to residents who attended five community events. The office has been successful for the fifth time in securing through seven bids over three years to the Safer Streets Fund, which also included the Safety of Women at Night fund. This has helped to bring an additional £4.2 million of funding to the county which has enabled the office to invest in schemes to keep communities safer. More information will be provided within the next performance report.

Develop the way that we share critical data between both organisations and with other partners: Over the past 12 months there have been positive steps made in terms of Northamptonshire Police and Northamptonshire Fire & Rescue service collaboration with the formation of the Digital & Technology Department under Enabling Services. The infrastructure for both services is now managed centrally by the Digital & Technology department. This gives a full overview of the digital infrastructure within the estates, where all updates are completed over the network. Utilising the Microsoft Teams platform for example, now means that Police and Fire colleagues are able to message, call and see calendar information in the other's organisation. However there is still more to achieve to enable further collaboration. Moving forward there is a lot more planned, such as integration for the service desk, risk management and further infrastructure work. This will provide a solid foundation from which both services can build functionality and provide a more cohesive service for Northamptonshire. The OPFCCs Digital & Technology Delivery Manager is an integral part of overseeing this transition to a more digitally enabled blue light service, ensuring collaboration where appropriate.



Q1 22/23 **Fire** Priority Commentary

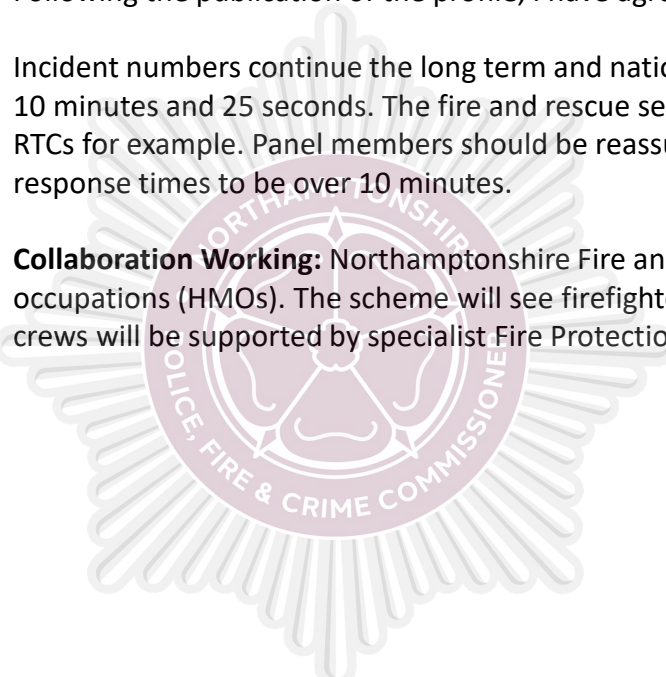
At a Glance:

Emergency Cover Arrangements: Terms of Reference and timescales for the review of emergency cover have been agreed with the Chief Fire Officer. Demand analysis has commenced with a view to consideration of a variety of scenarios or change. The OPFCC are receiving a monthly update on progress and a final report with recommendations is expected to be presented to the Fire Accountably Board during the Autumn.

Risk Profile of the County: Northamptonshire Fire & Rescue Service has published a new Community Risk Management Plan (CRMP). The CRMP was published after a public consultation, and will cover a three-year period up to 2025. The plan is the services response to the recently published Fire & Rescue 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.

Incident numbers continue the long term and national downward trend, albeit increasing slightly on last year's figures. At the end of Q2 21/22, the average response time to all incidents was 10 minutes and 25 seconds. The fire and rescue service aren't currently achieving their target of responding to all incidents, on average within 10 minutes in any categories such as fire and RTCs for example. Panel members should be reassured however that their response to fires are under 10 minutes. Attending complex incidents such as RTCs are resulting in the average response times to be over 10 minutes.

Collaboration Working: Northamptonshire Fire and Rescue Service is to launch a pilot scheme to build the skills and capacity of fire crews in carrying out inspection visits at homes in multiple occupations (HMOs). The scheme will see firefighters in Wellingborough, Kettering and Daventry carrying out compliance checks in 30 HMOs across those three towns. During the checks, the crews will be supported by specialist Fire Protection Officers.





Q1 22/23 **Police** Priority Commentary At a Glance:

Police Officer Recruitment: Latest data from the Home Office as part of the Police Uplift Programme (Op Uplift), shows Northamptonshire Police currently having 35.6% (33.4% in June 2021), of female representation. Aspirations are for the force to be in line with the county's female population (50.5%); the recruitment of female officers is on an upward trend and above the current national representation of 34.4%. Similarly the force has aspirations to be in line with the county's BAME population (8.1%) and is currently achieving 4.5% (3.8% in March 2020). 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.

Strengthen Local Policing: The Police, Fire and Crime Commissioner and the Chief Constable have a shared vision to have in place over 1,500 police officers by the end of March 2023. This is on track with 1,453 officers in place at the end of June 2022 which is the highest number it has ever been in the county. This figure includes increasing the establishment of neighbourhood team officers which has been doubled and currently exceeds over 100 officers across the county.

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

Since January 2022, the Home Office have produced a Digital Crime and Performance Pack which uses data to track progress against the national crime and policing measures, one of these measures is neighbourhood crime. The pack shows that the Force has seen a -47% reduction in neighbourhood crime, which is the largest nationally (data up to May 2022) and significantly above the -30% reduction within our MSG. Residential burglary has also seen a sizeable reduction of -48% over a 12-month period and is the third largest reduction seen nationally and has halved over the last three years, thanks to Police operations such as Operation Crooked. This is a dedicated burglary team which cover the whole county and has been in place since April 2019 following investment from the Police, Fire and Crime Commissioner. Since the launch of Operation Crooked, the reduction of household burglaries has meant there are 2,500 fewer victims of burglary each year and the team have been responsible for hundreds of arrests. There is still work to be done however in reducing the current increasing trend with robbery and vehicle crime.

Neighbourhood Policing: At the end of Q1 22/23, response times are generally slower than the previous financial years. Grade 1 (G1) demand continues to be high, impacting on response times, which are generally slower than the previous financial years. The G1 urban 12-month rolling average response time was 12 minutes & 30 seconds which is slower than the previous 12 months (11 minutes & 35 seconds). The Police, Fire and Crime Commissioner has set clear expectations with the Chief Constable that he does not expect response times to increase further, and that he will be reviewing 'response' with a holistic approach such as improvements with investigation standards progress being made with victim satisfaction levels. Over the last 12-months there has been an increase with visibility levels with response and neighbourhood policing teams around the county, particularly within priority areas.

Violent Crime: As the PFCC, Violence Against Women and Girls (VAWG), continues to be a priority within my Police, Fire and Crime Plan, as well as a national focus for central government. My office were once again successful in securing Home Office funding for the Safer Streets round 3 and the Safety of Women at Night (SWAN) initiative. These initiatives aimed at helping woman and girls feel safer when out and about in busy town centres and public spaces, especially during the night-time economy. The bids, were used to deploy several interventions, including additional CCTV coverage in the Racecourse & Becketts park, safer routes and the SNO Van in Northampton. During my term in office, I will work with the Chief Constable, to set out a clear ambition to increase support of victims and survivors, increase the number of perpetrators brought to justice and reduce the prevalence of violence against women and girls in the long term. Further to this, the office has secured an additional £400,000 from the Safer Street Fund for further interventions for the Northampton and Kettering night-time economy.



Q1 22/23 **Working Together** Priority Commentary

At a Glance:

Visible Presence in Rural Communities: Recent articles relating to providing a visible presence regarding rural communities are as follows:

- [Neighbourhood Beat Buses](#)
- [Northamptonshire Search & Rescue \(NSAR\)](#)

Communities: Neighbourhood Alert continues to be a key platform for the OPFCC, Northamptonshire Police and Northamptonshire Fire & Rescue Service to keep local communities across the county informed about relevant incidents, information and events in the local area. At the end of June 2022, membership stood at over 30,000 and continues to grow. PCSOs continue to encourage locals to sign up when out on patrol in their beat areas. This will continue to be emphasised to PCSOs across the county to encourage take up as part of their daily engagements.

Road Safety Fund: My office continues to award grants through the Road Safety Community Fund which awards grants of between £500 and £5,000 that help to support the Northamptonshire Strategic Road Safety Plan. The strategic plan was created through the Northamptonshire Safer Roads Alliance (NSRA), which brings together representatives from Northamptonshire Police, Northamptonshire Fire & Rescue Service, the OPFCC and Northamptonshire Highways. For further information about the amount of funding which has been provided to date can be located here:-

- [Road Safety Community Fund](#)



PERFORMANCE REPORT: Protect & Support those who are vulnerable



Q1 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 22.

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.

Work with housing providers, developers, and businesses to minimise risk and keep people safe: A guide to assessing occupancy levels in licensed premises has been developed by Northamptonshire Fire and Rescue Service, which provides audio, visual and written guidance for public assembly buildings. The guidance is proving to be one of the most popular pages on the Northamptonshire Fire and Rescue Service website, achieving over 1,500 hits during Q1 21/22. 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



Q1 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 have fallen by 10.1% (-58) over the last year, continuing the downward trend seen since throughout 2020/21. Repeat perpetrators of knife crime has seen a year on year increase of +2% and is starting to show an increasing trend across the force, with 22.5% of perpetrators in the last 12 months having committed more than x1 offence. Knife crime is a matter of priority for the Force and it is highly important that repeat perpetrators are tackled, as doing so would have a great impact on the overall demand reduction and decline in harm caused by knife offences.

More perpetrators are being brought to justice with many knife crime offences attracting charges. At the end of June 2022, 26.1% of knife crimes were positively resolved which is an increase on the previous 12 months. Despite some positive achievements for knife crime in 2021/22 with more arrests, less victims and reductions in knife crime; the Force remain an outlier and are some distance away from the national and our MSG average. My office will continually monitor our performance against our peers and will be holding the Chief Constable to account in terms of seeing long-term local improvements. 'Threat' offences account for the majority of knife crime demand within the county rather than 'actual' usage offences, which remain low.

Reduce harm from domestic abuse, pursuing perpetrators, supporting victims, and using rehabilitation and prevention programmes to improve positive outcomes for victims: At the end of 2021/22, Northamptonshire Police data showed a reduction in repeat victims and repeat offenders. More arrests have been made at a time when the national trend had been decreasing and more victims have been successfully protected as a result of different tactics, including an increase in the use of Domestic Violence Protection Orders (DVPO). The months within Q1 22/23 however has seen domestic abuse demand coming into the Force below forecasted levels, especially between May and June which is 8% lower than in 2021. This is opposite to the national trend which remains similar to Summer 2021. Analysis has been commissioned by the Force to try to gauge an understanding of the decrease. We will be monitoring this closely.

The positive outcome ratio in the last 12 months to June 2022 was at 13.7% and continues remains strong. This level has been fairly stable in the past 6 months with continued utilisation of Out Of Court Disposals (OOC) through the aid of Project PIPA and is helping to improve the positive outcomes ratio.

There were a total of 1,558 police referrals into the MARAC (an increase of 3%), in addition to an increase in referrals into the Sunflower Centre. Out of the 3,674 referrals into the Sunflower Centre, just under three quarters were repeat victim referrals and subsequently victims were contacted by the team for support, advice and safeguarding.

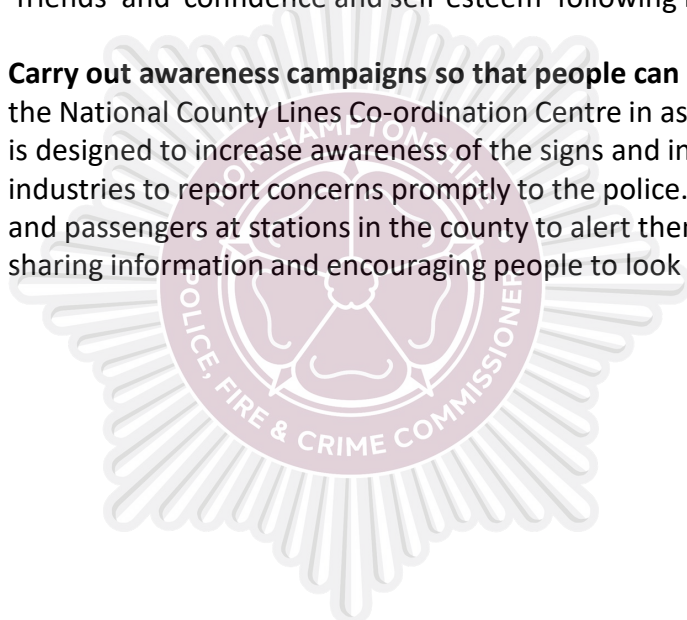
PERFORMANCE REPORT: Protect & Support those who are vulnerable



Q1 22/23 **Working Together** Priority Commentary At a Glance:

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: Since it's establishment in January 2020, the OPFCC Youth Service have established 5 main areas around the county (Corby, Daventry, Kettering, Northampton and Wellingborough), where they continue to conduct interactions with young people, providing educational sessions through detached work and have now had interactions with over 12,000 young people. At the end of June 2022, the team have delivered over 800 individual detached sessions, targeting interventions such as emotional wellbeing, forming positive relationships, staying safe and gang awareness. The service also works 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 across the breadth of the county. Individuals who finish their interventions with the team through groupwork and one-to-one sessions, continue to make good progress. This has been demonstrated with over 80% of those individuals who are most vulnerable noticing an improvement within subject matters such as 'physical health', 'where you live', 'being safe', 'relationships', 'feelings and behaviour', 'friends' and 'confidence and self-esteem' following interventions with the youth service and positive actions the individuals have taken.

Carry out awareness campaigns so that people can recognise and report the signs of exploitation: Northamptonshire Police joined the Children's Society, British Transport Police (BTP) and the National County Lines Co-ordination Centre in asking the public to #LookCloser in order to spot children and young people who are being exploited by criminals. The #LookCloser campaign is designed to increase awareness of the signs and indicators of child exploitation and abuse to encourage members of the public and those working in the service, retail and transport industries to report concerns promptly to the police. During the campaign, officers from Northamptonshire Police joined colleagues from the BTP, handing out leaflets and engaging with staff and passengers at stations in the county to alert them to the signs. In addition, Northamptonshire Police officers visited town centres and engaged with hotels, retailers and fast-food outlets, sharing information and encouraging people to look out for warning signs of child criminal exploitation and to report it. Further information about the national campaign can be found [here](#).





Q1 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 2021/22, 24 enforcement notices were issued, 7 prohibition/restriction notices and 78 informal notifications of deficiencies.





PERFORMANCE REPORT: Effective Justice

Q1 22/23 **Police** Priority Commentary At a Glance:

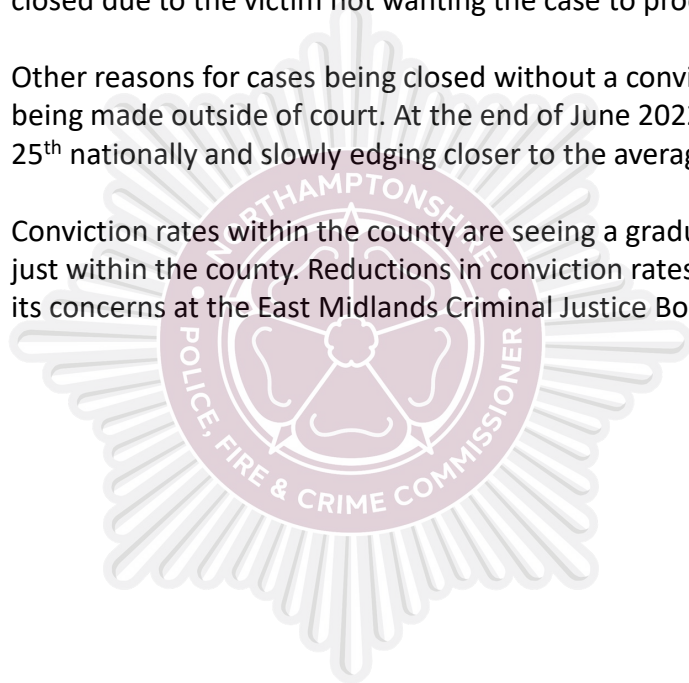
Increasing positive outcome rates for victims of crime: The percentage of crimes in the county that resulted in a positive outcome is the highest its been for some time and for the year to date (June 22), stands at 14.4%. At the end of 2021/22 the force achieved their target of exceeding 14% and this has continued to improve into the new financial year. This has led to county being first within our MSG and for our national ranking moving from 34th to 5th.

One driver for the improvements seen towards improving positive outcomes has been the increased focus on the use of out of court disposals (OOCd). OOCds are community resolutions and have been used to good effect in “low harm” domestic abuse incidents via the [Project PIPA programme](#).

Monitoring the quality of investigations and work to further improve standards: In the twelve months to June 2022, the amount of criminal investigations closed because of ‘evidential difficulties’ stood at 44.4%. Cases closed for evidential difficulties are often a result of victims not supporting further police action, Northamptonshire Police analysis shows that 22.8% were closed due to the victim not wanting the case to proceed. This is seeing a small increasing trend but overall remains below the national average.

Other reasons for cases being closed without a conviction are the CPS or the police deeming the investigation ‘not in the public interest’, offenders being too ill or too young, or settlements being made outside of court. At the end of June 2022, this stood at 17.8% and is in a relatively stable position, however the Force remains above the national average and are currently ranked 25th nationally and slowly edging closer to the average.

Conviction rates within the county are seeing a gradual deterioration which stem from systemic court issues and the impact this has on victims and witnesses. This is an issue nationally, not just within the county. Reductions in conviction rates are mainly from non-VAWG offences which have remained fairly stable. The OPFCC will continue to monitor conviction rates and platform its concerns at the East Midlands Criminal Justice Board





PERFORMANCE REPORT: Effective Justice

Q1 22/23 **Working Together** Priority Commentary At a Glance:

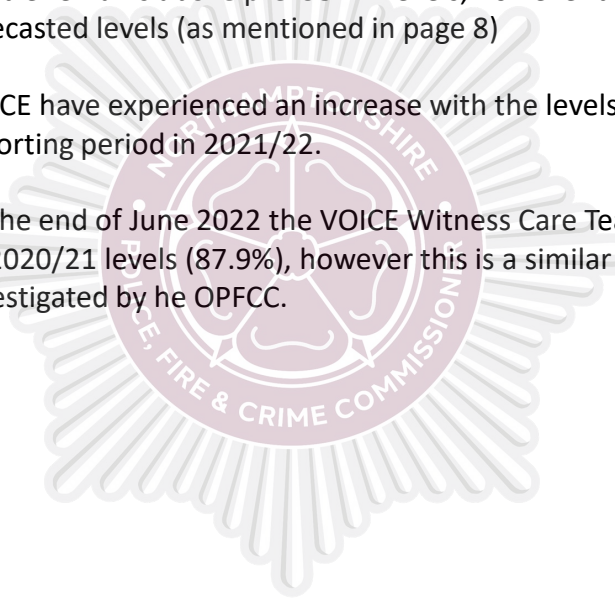
Working with partners to ensure justice is as swift as possible: Challenges, presented largely by COVID-19 has resulted in concerns nationally surrounding the workloads and backlogs within the courts. Northamptonshire is no exception to this, particularly around the Magistrates court pre-charge backlogs which has seen one of the biggest increases nationally and remains a focus for discussion in the East Midlands Criminal Justice Board. The impact of the Barrister's strikes during the summer period will have also added to trial delays across England and Wales.

As chair of the East Midlands Criminal Justice Board, I continue to raise concerns with partners over timeliness and the backlog issues, this included the OPFCC presenting the local findings from the Criminal Justice System Scorecard to the board during May 2022, which highlighted the county taking one of the longest number of days (76 "median" days) from when a crime is recorded to either the police making a charging decision or where the decision is to pass to the CPS for that decision. This was above the national average and has been discussed with the force and partners.

Provide effective support for victims and witnesses that meets their needs: VOICE continues to deliver services to a wide range of victims, with referral volumes continue to be in line with pre-COVID levels. Domestic Abuse (DA) continues to account for the largest group of referrals and generally accounts to around a quarter of all VOICE referrals. Demand into the Sunflower Centre remains above pre-COVID levels, however the last 3 months has experienced a drop in referrals. This correlates with domestic abuse demand coming into the Force being below forecasted levels (as mentioned in page 8)

VOICE have experienced an increase with the levels of accepted support for all valid adult referrals. This stood at 6.8% at the end of June 2022, which is a 1% increase compared with the same reporting period in 2021/22.

At the end of June 2022 the VOICE Witness Care Team reported an average witness attendance rate of 71.1%, this is below the national average of 84% and notable reductions in comparison to 2020/21 levels (87.9%), however this is a similar picture nationally with the increased workload of the courts. This is a similar picture nationally, however this matter is currently being investigated by the OPFCC.



PERFORMANCE REPORT: Modern services that are for the future



Q1 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: Over the last 12-months good progress has been made with Northamptonshire Police and Northamptonshire Fire and Rescue, with them now sharing key enabling services operations such as Human Resources, finance, estates, transport and digital departments. The information governance is now being brought together between both organisations with a timeline for implementation of September 2022.

Make sure that both organisations have access to technology giving them the best data to inform service delivery: The building blocks to ensure that both organisations have access to the best data are increasingly in place. The tools, processes and structures between both organisations are making real progress and on a more consistent basis.

Ensure greater, and more effective, collaboration between both services to maximise effectiveness and efficiency: Northamptonshire Police and Northamptonshire Fire and Rescue service joined forces in April 22 to take part in a mock-up road traffic collision exercise. The drill involved a simulated two vehicle accident, with one colliding into a train carrying flammable materials. Exercises such as this help each agency to work collaboratively and strategically to use their specialist skills and equipment to safely release and 'save the lives' of casualties. The Commissioner has requested in his Strategic Outcomes Requirements letter to the Chief Constable and Chief Fire Officer, as part of the budget setting process for 2022/2023, that they both openly explore potential future collaborations for enabling service functions.

Prepare our fleet, estate, and processes to allow us to meet the Government carbon targets: The Government has set a goal of 2030 to have an established roadmap of how businesses, including public sector organisations, will be working towards becoming carbon neutral by 2050. In light of this, Northamptonshire Police and Northamptonshire Fire and Rescue Service hosted a Sustainability Forum to consider how both organisations can become carbon neutral and to start to refine their strategies for the future sustainability of their fleet, equipment and estate. Northamptonshire were the first to host such an event and we are leading in this area nationally.

Ensuring that the estate and fleet of Northamptonshire Police and Northamptonshire Fire and Rescue service are affordable and sustainable into the future is very important. Darby House, is the flagship shared building for the OPFCC, Northamptonshire Police and the Fire and Rescue service. When the building was purchased in 2020, it had an energy rating certificate of E, which much below the average for a commercial building. However following the refurbishment of the Darby House, the building now has an energy rating of A+. Sustainable improvements included LED lighting on a sensor system, air source heat pumps and data driven thermostats.