



NORTHAMPTONSHIRE POLICE & CRIME PLAN 2014-2017



MAKING NORTHAMPTONSHIRE THE SAFEST PLACE IN ENGLAND

FOREWORD

A Police and Crime Plan is more than just a legal requirement, it's a statement of intent. It's a document that sets out what the future could look like and contains significant ambitions for our community and our people. I believe this refreshed plan sets out one of the most radical agendas for change of any Police and Crime Plan in the UK. I am excited by the challenges and opportunities ahead of us. I see this Plan as a 'call to arms'; I believe every single person in the county can make a contribution to our ultimate ambition of making Northamptonshire the Safest Place in England.



I have seen at first hand the dedication, bravery, skill and commitment of those who police and protect our communities. I never underestimate the job they do under difficult circumstances. This is why I am committed to increasing the number of constables we have policing our communities through the expansion of our Special Constabulary to in excess of 900. Volunteers are crucial to the success of Northamptonshire Police and to our fight to make our county safer. They are also fundamental to reducing the fear of crime and putting a visible policing presence back into our towns and villages.

However, continuing to reduce crime and preventing it happening in the first place is not just about effective policing. The nature of crime and criminality is changing as never before. In addition, many of the problems associated with crime or anti-social behaviour are rooted in societal, cultural, economic or environmental issues, which the traditional approach to policing cannot address singlehandedly. My responsibilities therefore extend to include the broader delivery of community safety and enhancing criminal justice provided by a range of organisations and agencies across Northamptonshire, regionally and nationally. I will be looking to, and partnering with, these agencies to deliver against the outcomes of the Plan. We need to refocus our attention and make best use of our collective resources. The new *Institute for Public Safety, Crime and Justice*, that I have established through a joint venture with the University of Northampton, will enhance our 'what works' evidence-based approach.

Everyone who works on the frontline knows the impact of crime is not measured simply by numbers. Being a victim of crime is a very personal and often life-changing experience. Our seminal work, *Victims' Voice*, vividly and literally gave voice to some of these experiences, and has shone a light for all of us on what we need to do to make things better. Putting the victim at the heart of everything we do is something to which I am passionately committed. It is reflected across this Plan and in my commissioning of the new Victims and Witness Service, "Voice", which becomes operational from October 1st 2014.

In a very real sense, this Plan is not mine but yours. The ambitions we set, the targets we strive to meet, the energy we put into making all of it happen is because we have listened. We have listened to literally thousands of voices across Northamptonshire that have spoken through emails, letters, questionnaires, focus groups and day-to-day interactions with the police and my staff. The job of Police and Crime Commissioner is new but the work that needs to be undertaken on behalf of those without a voice or a champion is not. I see it as an absolute honour to work for 700,000 people, of all ages and so many communities within Northamptonshire. The most important thing that a commissioner can do is listen and then act. I believe this refreshed Plan reflects the wisdom and experience of those I have heard from. Now it is time to act, get the job done and the Plan delivered.

Adam Simmonds

Police and Crime Commissioner for Northamptonshire

AN INVITATION

The Police and Crime Plan is an invitation to get involved in our joint effort to create the safest place in England. Creating the safest county is not just a job for the police, it is important that all communities get involved to make a difference.

The programme how we intend to deliver our Police and Crime Plan together with local communities will be published in due course at:

www.northantspcc.org.uk

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EXECUTIVE SUMMARY

In refreshing the Police and Crime Plan, we have listened to literally thousands of voices. It is therefore the voice of the people of Northamptonshire setting out one of the most radical agendas for change in the UK—it reflects what you want from our police, criminal justice and other community safety agencies as we continue to drive down crime, tackle anti-social behaviour and create a safer place for us all to live. The Plan is a ‘call to arms’ made to every single person in the county, as everyone has a valuable contribution to make to achieve the overarching ambition to:

MAKE NORTHAMPTONSHIRE THE SAFEST PLACE IN ENGLAND

To become the Safest Place, Northamptonshire will have among the lowest levels of crime in the country. We will create; an environment where anti-social behaviour is not tolerated and people feel protected by a visible police force that is the brightest and the best. We are committed to ensuring all victims of crime are treated with compassion and receive the highest standards of support while those at risk of offending are given a chance to steer away from a life of crime to one that makes a positive contribution to society. Crucially, we cannot sit back and expect the police to deliver this ambition by itself. It requires a collective effort from everyone.

We will focus on delivering the following outcomes; reducing violent crime by at least 40 per cent, building a more visible police force, having the safest roads, robustly and intelligently tackling anti-social behaviour and creating a secure place.

VIOLENCE

Reducing violence by at least 40 per cent indicates the scale of our ambition. Alcohol remains a very significant contributory factor but genuine progress is being made. Northamptonshire is a Home Office sponsored Local Authority Action Area, enabling us to develop innovative approaches to tackling alcohol-related violence, such as leading the way nationally in our use of alcohol detection tags to monitor and manage offenders.

Domestic violence, which affects 25 per cent of women and one in six men, is hugely under-reported. We need to change this by providing the services that victims need, particularly in relation to repeat victimisation, and intervening earlier. With victims again at the forefront, we will do even more to enable them to report their experiences and seek help.

We will also commission services to support victims of all forms of inter-personal violence, including domestic violence, sexual violence, forced marriage, stalking and so-called ‘honour-based’ violence.

VISIBILITY

The number of paid police officers will be maintained at 1,220 for the Police and Crime Commissioner’s full term in office. This is in marked contrast to many forces where numbers have been cut, in some cases drastically.

We will deliver the biggest increase seen anywhere in modern times of the Special Constabulary, more than trebling to 900. This bold strategy will completely review the way Special Constables are trained, deployed and integrated within Northamptonshire Police. We will also make best use of volunteers’ specialist skills and knowledge in areas where they can make a significant difference, such as fraud or cyber-crime.

Visibility is a real concern in rural areas so the Office of Police and Crime Commissioner is developing a new approach, *Rural Action*, where countryside communities will tackle problems with the support of the police, emergency services and other partners.

We will continue to build our volunteer base. Via the Special Constabulary, we will launch a further dynamic

approach to problem-solving with the creation of *Parish Constables* who will work closely with parish and town councils in their local communities and become the lynchpin of community policing, particularly in rural communities. We will also further develop community initiatives, such as Neighbourhood Watch. We will improve technology and reduce bureaucracy to allow frontline officers to spend more time in the communities they serve rather than filling in paperwork in police stations.

The police are seen as the service of first resort, particularly outside ‘normal’ hours. Through closer working with partners, we will strive to deliver “non-policing” emergency services that free up resources to respond to traditional policing priority areas such as fighting crime.

These ambitions above are widely shared. No one must sit back and expect the police to deliver a safer county for us on their own. We cannot at the same time fail to change the way we do things and the way we tackle our problems. Achieving our many ambitions will require courage and a collective commitment and energy to breaking down familiar and historic barriers of how we operate and interact within the criminal justice system, with victims and with offenders. Delivering transformational change is not easy, but through this plan we are speaking it into existence.

SAFEST ROADS

Ask people, as we frequently do, what is important to them and road safety issues such as speeding, use of mobile phones while driving and parking come out top. We will work with our partners to strengthen the Northamptonshire Safer Roads Alliance that will enable us to address the issues holistically rather than through individual agency activity. We want a sharp reduction in road casualties. Through a strong partnership approach, and expanding Community Speedwatch, which has already attracted hundreds of volunteers countywide, we will significantly increase enforcement activity, particularly in rural areas and near schools.

By applying new technologies and innovative educative programmes, we will continue to challenge and seek to change risky road user behaviour.

ANTI-SOCIAL BEHAVIOUR

Through the Police and Crime Commissioner’s *Local Solutions Fund*, we will ensure a more responsive, joined-up approach to tackle the blight of anti-social behaviour and that it remains a priority for all responsible authorities.

We will ensure that the powers available to authorities are used effectively and at the earliest opportunity. This includes identifying and intervening early with those who are exhibiting anti-social behaviour.

We will promote a ‘one-stop-shop’ approach that will provide a single contact point for reporting anti-social behaviour and result in positive action by the relevant authorities. Victims of persistent or significant anti-social behaviour will have access to the same emotional and practical support that is available to victims of crime.

DRUGS ERADICATION

Drugs are a scourge on society and their use is far from victimless. We should not accept the trafficking, supply and use of illegal drugs and so-called ‘legal highs’ in our communities. Nor should we accept that millions of pounds are being spent on dealing with the consequences, including the impact on the victim and criminal justice agencies of acquisitive crime, such as burglary and on treatment programmes. We will review and strengthen our criminal justice interventions provided by the county’s Integrated Offender Management and Dedicated Substance Intervention Programme to effectively manage and rehabilitate those who commit drug-related crime.

We will work with our health and wellbeing partners to refocus attention and resources on tackling the causes rather than responding to the consequences of drug misuse. As part of our approach, we will invite schools to participate in an innovative drug programme aimed at young people that are identified to be at risk.

SECURE PLACE

We pledge to protect and safeguard vulnerable children and adults, to combat cybercrime, prevent terrorism and tackle organised crime. Cybercrime, in particular, significantly challenges traditional policing methods and the force now has a dedicated unit while the Office of the Police and Crime Commissioner is actively raising awareness among young people in particular of the importance of cyber-security. Substantial progress has been made in the past year on child safeguarding. This remains a core personal commitment of the Police and Crime Commissioner and Chief Constable.

We will work with experts in the field to tackle modern slavery through a combination of comprehensive training for front-line practitioners and delivery of a local public awareness campaign.

Northamptonshire Police will continue to play its part in regional, national and international efforts to protect the public and strengthen partnerships locally. The force will continue to make their contribution to the national *Strategic Policing Requirement* to counter the threats to national security and public safety posed by terrorism, serious and organised crime, public order and civil contingency.

Achieving the ambition will be built on the five pillars of prevention; putting victims first, involvement, evidence-based practice, and building new ways of working.

PREVENTION

Tackling crime by getting ‘upstream’ to prevent it from happening in the first place is much better than responding to the consequences after the event. We will focus on young people at risk of offending by developing innovative approaches to *Take a Generation Out Of Crime* through early intervention and prevention. This will include supporting the development of young people through their education, built upon robust and resilient partnerships and relationships with schools.

Drawing on the considerable skills and experience of those who manage and seek to rehabilitate offender, we will seek to transform rehabilitation through a single, integrated approach work with offenders, including the provision of services at the times when they are at greatest risk of re-offending.

VICTIMS

Putting victims first has been a key priority from the outset. The *Victims’ Voice* report published in September 2013 was a pioneering project in which victims themselves helped to shape almost 80 recommendations to better support their needs. A year on, more than half these have been achieved while October 2014 sees us lead the way nationally with the launch of the UK’s first Victim and Witness Service, *Voice for victims and witnesses*.

Voice will provide a single point of contact for victims and witnesses. This new service will work with key partners to provide a significantly improved service to all, especially those with specialist needs such as victims of domestic violence, sexual offences, road accidents and violent crime. *Voice* will also act as the local victims’ regulator, ensuring that the Victims Code is adopted and publicly holding those who fail to account.

Working with Restorative Solutions, who we have commissioned to support us and organisations from all sectors across Northamptonshire, we will develop and embed restorative practice in the county. Restorative practise enables those that have been victimised or harmed to have the opportunity to meet or communicate with the person or persons responsible to explain the real impact of their experience and holding the wrongdoer to account.

INVOLVEMENT

Victims and communities have to be heard. To achieve this we are engaging with these groups to understand their needs and shape our criminal justice and policing service. These channels include the Police and Crime Commissioner-developed *Office for Faith-Based and Community Initiatives* and the expansion of our *Independent Advisory Groups*, which reflects views from across the community. Both are part of our open, transparent approach to public engagement.

Those who work to make us safe also need to have their voices heard. Therefore, the *Institute for Public Safety, Crime and Justice* will undertake research that will provide greater insight into their experiences, frustrations and barriers that those who work on the frontline face, both within their organisation and in their dealings with others.

We will undertake the biggest programme of work in the country to engage and involve young people as they have poor perceptions of policing and experience greater victimisation. We need to understand their perspectives and what needs to be done so they are enfranchised and to improve their safety.

There is a need for criminal justice agencies to be more transparent in what they do and how they perform. Working with the Institute for Public Safety, Crime and Justice, we will consult on how we can make performance information more accessible and meaningful to the people of Northamptonshire, so they can judge how well the criminal justice system is working for them.

EVIDENCE BASED PRACTISE

The investment in our county’s future that the Police and Crime Commissioner has made in creating the *Institute of Public Safety, Crime and Justice* will ensure that evidence-based practice, will underpin everything we do to ensure that the interventions we put in place are effective and we understand ‘what works’.

Innovation will be encouraged, but must be robustly and independently evaluated to ensure that the learning can be added to our evidence base.

The work they will undertake includes strategic crime analysis to develop our practical understanding of crime and associated issues; critical evaluation and research to build our understanding and knowledge of what works; and, engagement activity to ensure the views of communities are taken into account.

BUILDING NEW WAYS OF WORKING

Building on the nationally cutting-edge integration between policing and fire and rescue services, we will continue to work to bring our emergency services together to create the brightest and best of these critical public services. We will improve efficiencies at a time when we are experiencing unprecedented funding cuts.

We will also work with our criminal justice partners to support the reforms required of our criminal justice system to transform how we collectively reduce offending.

There is an untapped source of entrepreneurship and innovation within our local communities. Working in partnership with the University of Northampton, we will invite people to pitch their ideas and explore ways we can attract additional, alternative social investment into the county.

AN INVITATION

The Police and Crime Plan is an invitation to get involved in our joint effort to create the safest place in England. Creating the safest county is not just a job for the police, it is important that all communities get involved to make a difference.

The programme how we intend to deliver our Police and Crime Plan together with local communities will be published in due course at:

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INTRODUCTION

THIS PLAN HAS ONE OVERARCHING AMBITION:

MAKE NORTHAMPTONSHIRE THE SAFEST PLACE IN ENGLAND



TRIANGULAR LODGE

THE SAFEST PLACE IN ENGLAND IS WHERE:

- Our communities are safe and feel safe, with levels of crime among the lowest in the country.
- Victims are treated with compassion and empathy, receiving the highest standards of care and support when and how they need it.
- Anti-social behaviour is not tolerated or excused and people look out for each other.
- People feel protected, served by a police force that is the brightest and best in the country, operates with the highest standards of professionalism and integrity and is highly accessible and visible in all of our communities.
- Those at risk of offending are given options and opportunities to steer them away from a life of crime so they can lead productive and fulfilling lives.
- Those most vulnerable in our communities, such as children, young people and vulnerable adults, are protected from harm through robust safeguarding arrangements.
- The criminal justice system works for the law-abiding, and those who do offend face the consequences of swift justice, are effectively managed and rehabilitation is the norm not exception.
- Those who work in criminal justice and community safety and protect the public are responsive and exhibit the highest standards of integrity, skill and professionalism at all times.

Achieving the Safest Place isn't an easy, overnight creation. We have set ourselves challenging ambitions and success may be hard to measure, but however difficult the journey, we need to make a start and build on the foundations for change that we have already laid.

Our ambitions are widely shared. No one must sit back and expect the police to deliver a safer county for us on their own. We cannot at the same time fail to change the way we do things and the way we tackle our problems.

Achieving our many ambitions will require courage and a collective commitment and energy to break down the familiar and historic barriers that stifle change and innovation, including how we operate and how we interact within the criminal justice system, with victims and with offenders. Delivering transformational change is not easy, but through this plan we are speaking it into existence.

OUTCOMES

A REDUCTION OF AT LEAST 40 PER CENT IN VIOLENT CRIME

A MORE VISIBLE POLICE FORCE

THE SAFEST ROADS

ANTI-SOCIAL BEHAVIOR ROBUSTLY AND INTELLIGENTLY TACKLED

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A SECURE PLACE

A REDUCTION OF AT LEAST 40 PER CENT IN VIOLENT CRIME

A KEY PRIORITY

Reducing violent crime remains a key priority and is at the heart of making Northamptonshire the Safest Place. Violence takes many different forms and requires us to be more creative to address the problems. The approach we take to make our town centres safe for people who want to enjoy a night out, will be very different to protecting those who experience violence in the home as a result of domestic or familial abuse.

A reduction of violence by at least 40 per cent is a statement of the scale of challenge we face. Violence is as much a social and public health concern as it is a criminal justice one and not something that can be addressed through enforcement activity alone. Now is the time we look to develop a much more joined up approach with our partners across Northamptonshire, with everyone working towards this common goal.

ALCOHOL

Alcohol is a factor in a significant proportion of violence. Alcohol can bring out more aggressive behaviour, cloud rational decision-making and can increase vulnerability. We will focus on tackling alcohol-related crime and getting tough on anti-social drunken behaviour. We will develop a better joined up approach through innovation to addressing the issues of alcohol. Northamptonshire is a Home Office-sponsored Local Alcohol Action Area and, with the support of the Secretary of State for Justice, will be the only area outside of London to pilot the new Alcohol Abstinence Monitoring Requirement.

We have already initiated a local pilot using alcohol detection tags that have been developed and used extensively in the United States, primarily to address the issue of drink driving. Ultimately, we want to bring around cultural change and people's relationship with alcohol, which we accept is unlikely to be an ambition that we can deliver within the timescale of this Plan.



DOMESTIC VIOLENCE

Domestic violence accounts for a large proportion of violent crime in Northamptonshire. It is estimated that one woman in four and one man in six in the UK will be a victim of domestic violence during their lifetime. Children and young people are also subject to, or are deeply affected by, abuse within the home. Furthermore, a quarter of teenage girls and nearly a fifth of boys reported physical violence from their partner, and a third of girls some form of sexual partner violence.

Sadly, domestic violence, in all its forms, is still all too often under-reported. This means many victims do not come to the attention of the police or other services to get the help they need. To help address this, we will work with our partners to encourage and provide opportunities for victims to tell someone about the abuse they have suffered. We will also respond collectively to victims by providing them with the right services and interventions that offer them both protection and the opportunity to end abusive relationships. We will seek to speed up the justice process and develop a better, evidence-based understanding of how we can intervene with perpetrator and implement programmes to change behaviour, to help prevent their existing or next relationship being one based on fear, abuse and control.

OTHER FORMS OF INTER-PERSONAL VIOLENCE

Other forms of inter-personal violence often still remain hidden. Sexual violence, hate crime, stalking, human trafficking, exploitation and slavery, so-called 'honour'-based violence, forced marriage and female genital mutilation have a significant impact on individuals, families and communities. Working with other commissioners and service providers, supported by the *Institute for Public Safety, Crime and Justice*, we will further develop our understanding of the issues and commission services that will provide the practical and emotional support to those who experience these oppressive forms of violence.

Through a preventative and educative programme, we will seek to shift attitudes towards all forms of inter-personal violence; provide more and safer opportunities for victims to seek help; and, ensure that victims receive the right support at the right time to meet their needs.

WE WILL:

- Reduce violent crime by at least 40 per cent
- Tackle alcohol-related violence by piloting Alcohol Abstinence and Monitoring Requirements
- Seek to bring about cultural change and peoples' relationship with alcohol
- Commission services to improve our responses to victims of domestic and other forms of inter-personal violence by:
 - Encouraging and providing more opportunities for victims to seek support
 - Providing better support to victims
 - Speeding up the justice process
 - Interviewing with perpetrators

A MORE VISIBLE POLICE FORCE

VISIBLE POLICING

Visible policing remains one of the highest priorities for the people of Northamptonshire. This is a significant challenge with the continued pressure on public spending, including further cuts to police budgets.

The overall number of regular police officers will be maintained at 1,220 for the Police and Crime Commissioner's current term in Office. This will sustain the number of regular police officers that there were in place at the time of the Police and Crime Commissioner elections. This is in marked contrast to other areas. In the UK, only a handful of other forces have been able to protect the number of officers that they have.

1,220 REGULAR POLICE OFFICERS



INCREASING NUMBERS

Increasing the number of regular police officers or Police Community Support Officers right now is not possible so we are thinking innovatively about how to increase police visibility in communities across Northamptonshire. Drawing on our county's proud tradition of volunteering, we are expanding the Special Constabulary to a scale that has not been seen anywhere in the country in modern times. As this expansion continues, we will see the number of Special Constables in Northamptonshire more than treble to over 900. It will involve a complete change to the way Special Constables are selected, trained, deployed and integrated within the structure of Northamptonshire Police, supplementing and enhancing the work of full-time, frontline officers.

We will actively seek to utilise the existing specialist skills, knowledge and experience of those who volunteer as a Special Constable and enable them to make a difference. For example, we may use accountants and finance managers to support complex fraud investigations or recover the proceeds of crime. Likewise, computer and technology experts will have much to offer in roles aimed at tackling cyber-crime. We will consider how we incentivise them through additional development opportunities as reward for their contribution. This will provide real opportunities for them to develop and make a real difference to how local communities are policed.

PARISH CONSTABLES

Through the Special Constabulary, we will establish the role of *Parish Constable* that, in conjunction with police officers and Police Community Support Officers of Safer Communities Teams, will be the lynchpin of community policing in Northamptonshire.

Parish Constables will be recognised, active members of local communities, providing an additional, accessible policing presence where they live. Supporting their parish or town council, they will use their local knowledge and network to organise and galvanise local residents and business owners to come together to collectively deal with those local issues and problems that are most important to them. They will also promote and support the coordination of the various 'Watch' schemes that help make the local community safer. We will initially focus on rural communities, where Parish Constables will be at the heart of our new approach.

If you would like to find out more about the special constabulary, please visit:

www.northants.police.uk/specials

RURAL AREAS

The lack of police visibility is a concern that is particularly acutely felt in rural areas. Nearly a third of people in Northamptonshire live in rural locations. However, they have told us they rarely see a police officer so they feel particularly vulnerable and isolated.

Having a policing presence across a large area with a dispersed population presents significant challenges to Northamptonshire Police.

We are, therefore, developing an approach to rural crime that enables community protection to be formed, owned and developed by rural communities with the support of the police, emergency services and other partners. Our *Rural Action* initiative will support rural communities to establish schemes which work for them and which will also enhance and support the work of both the police and other blue light services.

Further details of Rural Action can be found at:

www.northamptonshireruralaction.co.uk

COMMUNITY SPEEDWATCH

We recognise that not everyone who wants to play their part in making Northamptonshire the safest place will want to become a warranted police officer. Therefore, we are providing other opportunities for people to volunteer and do their bit in their local community. For example, we will be seeking to expand *Community Speed Watch*, which relies on volunteers to make our roads safer by deterring people from speeding through residential areas. We will further develop *Neighbourhood Watch* and other 'Watch' initiatives, such as *Street Watch*, *Farm Watch*, *Canal Watch* and *Horse Watch* amongst others, to become much more proactive by enhancing crime prevention advice and campaigns.



POLICE CADETS

We also want to encourage, and provide opportunities for, young people to get more involved in policing and the emergency services. Our new police cadet scheme has seen the number participating increase from 40 to 150. Our bold ambition will see the cadet scheme develop and expand further.

Over time it will become integrated with the fire and rescue cadet scheme to provide a broader experience of two of the blue light services and be even more attractive to young people.

FRONT-LINE ROLES

There is real determination to build on the progress made by the force to increase the proportion of police officers who are in front-line roles and make more officers visible to the public. This is something both communities and police officers and staff want to see. We will improve and increase the use of mobile technology to enable officers and staff to spend less time in police stations and more out in communities, interacting with members of the public and providing reassurance, and less time in police stations.

MENTAL HEALTH CO-WORKING

The police are seen as the service of last resort when other services are unavailable, and many people expect the police to actively respond when others do not, regardless of the issue at hand. One example of good partnership working is a pilot, funded by Northamptonshire Healthcare NHS Foundation Trust, which has seen mental health specialists and police officers being 'crewed' together and responding to incidents where an issue of mental health is considered to be a factor. Such innovation helps ensure that public resources are used efficiently without adversely impacting on front-line policing. We will continue to work with our partners to develop further opportunities for better, joined up services.

WE WILL:

- Maintain the number of regular police officers
- Increase and expand the Special Constabulary to more than 900
- Establish the role of Parish Constable
- Further develop our *Rural Action* initiative
- Provide new and greater opportunities for volunteers to play their part in making their community safer
- Further develop *Neighbourhood Watch* and other 'Watch' schemes
- Expand the emergency service cadet scheme
- Encourage further organisational reform
- Support the use of mobile technology
- Develop, encourage and pilot innovative partnership initiatives

THE SAFEST ROADS

When we asked people what is important to them, road safety, in particular speeding, parking issues and the use of mobile phones while driving came out high.

The number of people injured and killed on our roads remains far too high. Every road death is a tragedy, and although thankfully the long-term trend is reducing, ultimately one death or serious injury on our roads remains one too many. We want to see improved road safety with a sharp reduction in road casualties and better support for victims and their families when serious collisions do occur.

CULTURAL CHANGE

The Northamptonshire approach to road safety will focus on cultural and behavioural change for road users alongside design and enforcement. This recognises that each and every one of us using the county's roads, as a driver, motorcyclist, pedal cyclist or pedestrian, shares the responsibility for making them safer for others to use. The World Health Organisation argues for road traffic injury to be considered alongside heart disease, cancer and stroke as a preventable public health problem that responds well to targeted interventions. Since the risk of incurring injury in a crash is largely predictable and many evidence-based countermeasures exist, there is a lot we can do to reduce road user exposure to such risk.



This is not something the police or criminal justice agencies can deliver on their own. We will work with our major partners to strengthen the *Northamptonshire Safer Roads Alliance*. This means moving away from the traditional lines between police, fire, health and local authorities to a model that addresses the issue holistically and fully engages communities in their responsibility to increase safety on our roads. We will work with our partners to reinvigorate the alliance and promote innovation by seeking expert advice from organisations such as the *Royal Society for the Prevention of Accidents*, the *World Health Organisation*, *Brake*, and *RoadPeace*, as well as sector experts and academics.

We also need to challenge unacceptable attitudes and behaviours on our road to reduce inconsiderate or aggressive road use. This is not something that policing and enforcement or better road and vehicle design will achieve alone. We want to draw on international evidence and expertise to develop education and training for road users. We will undertake large-scale campaigns to create a shared sense of 'social norms' (such as what happened with drink-driving and use of seatbelts) and increased awareness in order to reduce risky road user attitudes and behaviours. We will explore innovative options to improve road safety in respect of young drivers and pilot new and emerging technology, such as 'black box' telematics, driving simulators and practical education courses as a means of changing behaviours that put others at risk.

ENFORCEMENT ACTIVITY

We will seek to increase enforcement activity. There are too many uninsured, untaxed and unroadworthy vehicles that need to be taken off our roads. The use of mobile phones while driving is known to significantly increase the chances of causing a road traffic collision and is a growing problem that we will tackle through a mixture of education and enforcement.

We will work with our partners to promote measures that will curb unsafe parking, particularly in the vicinity of schools. We also need to see a crackdown on speeding, particularly in rural areas. To address this, we will deliver further growth of the Northamptonshire *Community Speed Watch* scheme that draws on volunteers to deter speeding through their communities, seeking to develop it as the largest one of its kind in the country.

WE WILL:

- Seek a sharp reduction in road casualties
- Undertake large-scale campaigns to bring about cultural and behavioural change for all road users
- Strengthen the *Northamptonshire Safer Roads Alliance*
- Work with experts and road safety organisations
- Pilot the use of technologies and innovative driver programmes
- Increase enforcement activity
- Promote measure to curb unsafe parking in the vicinity of schools
- Significantly expand *Community Speed Watch*

ANTI-SOCIAL BEHAVIOUR ROBUSTLY AND INTELLIGENTLY TACKLED

Anti-social behaviour scars the lives of individuals and blights communities. Anti-social behaviour describes a wide range of sometimes extremely complex issues that the traditional approach to policing cannot always, or is not best placed, to address. We need to do more to develop an integrated approach that is more responsive.

Anti-social behaviour is something that nobody should have to tolerate. Yet some authorities still view anti-social behaviour as 'low level' resulting in too many situations where people suffering as victims being passed from one agency to another, with seeming reluctance by any of them to take responsibility and achieve resolution. This needs to change and all responsible authorities have a significant role to play as our response will only be as strong as its weakest link.

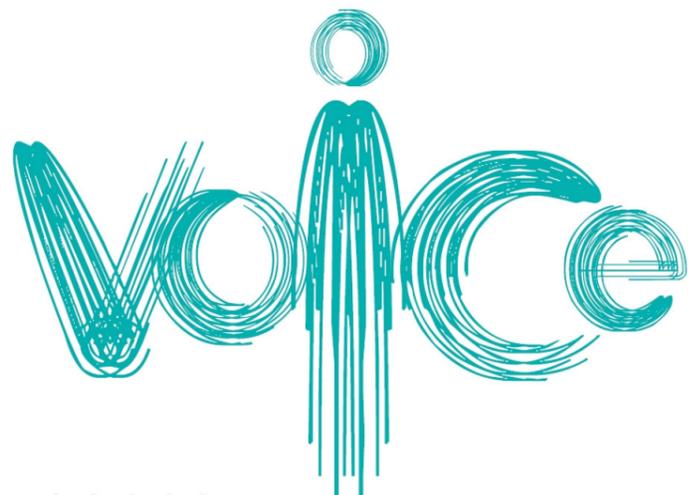
There will be three elements to our approach. The first is to improve the response to victims through intervening effectively at the earliest opportunity. Such a response is not only better for the victim, but interventions are easier and cheaper to implement and deliver with better outcomes. We will ensure the powers available to authorities are effectively used to address issues of anti-social behaviour as they arise.

Victims also need to know that they will be listened to and their issues will be taken seriously. Therefore, by December 2015, we will have implemented our 'one-stop-shop' approach. This will mean that, regardless of the type of anti-social behaviour being experienced, people will only have to report it once through a single contact point and can be confident the necessary coordinated action will be taken by the relevant authorities.

Secondly, we will also take a longer-term approach to prevent anti-social behaviour taking place in the first place, using an intelligent, evidence-based problem-solving approach. This will mean those who start to exhibit anti-social behaviours are identified at an early stage and effective interventions are put in place to put them on a path that leads to a fulfilling, constructive and productive life, away from one that may ultimately lead to criminality.



NORTHAMPTON ANNUAL BALLOON FESTIVAL



for victims and witnesses

Through *Victims' Voice*, we listened to the experiences of those members of our communities who have, through no fault of their own, become targeted or had to endure countless episodes of anti-social behaviour that have impacted on their wellbeing. For some, these experiences have had a profound impact on their quality of life as they struggle to come to terms with what has happened, sometimes long after the victimisation has ceased. Yet too often these victims are unable to access services that offer practical and emotional support. Therefore, thirdly, we will change that by providing support to victims who have experienced persistent anti-social behaviour or are vulnerable, delivered by the new victims and witness service, "*Voice*" which the Office of the Police and Crime Commissioner for Northamptonshire has commissioned and becomes operational from 1st October 2014.

Our approach must have complete buy-in across public service providers as no single authority can tackle the problem of anti-social behaviour unilaterally. The county has a history of partnership working through the county's established Community Safety Partnerships. They can bring the relevant authorities together to ensure each plays its full part in improving the quality of life for those that habitually suffer from the effects of anti-social behaviour in all its forms. Through the Police and Crime Commissioner's *Local Solutions Fund*, we will continue to work with our partners to tackle the issues and victimisation of anti-social behaviour, ensuring we protect and support victims and strengthen communities.

WE WILL:

- Develop a more responsive, joined-up approach to anti-social behaviour
- Intervene at the earliest opportunity to prevent escalation
- Implement a 'one-stop-shop' approach for victims
- Identify and intervene early with those who are exhibiting anti-social behaviours
- Provide emotional and practical support to victims who suffer persistent or significant anti-social behaviour
- Through the *Local Solutions Fund*, work with our partners and Community Safety Partnerships to tackle anti-social behaviour in local communities

DRUGS ERADICATION AND THE REDUCTION OF ACQUISITIVE CRIME

Drug use is an emotive and extremely complex subject that polarises opinion on how it should be tackled. 'Drug eradication' is language deliberately designed to further stimulate the debate on what is a significant social and public health problem, the consequences of which create a criminal justice one. Burglary rates, despite some ups and downs, have hardly changed over the last thirty years and, while an increase in the number of drug users entering treatment may be considered a success by some, it lifts the lid on the extent of drug use in our county.

The misuse of drugs, whether it is illegal drugs, prescribed or so-called 'legal highs', is a scourge on society and far from victimless. The impacts are felt not just by the individual drug user, but also their family and friends and the wider community. Our starting point is we should no longer continue to accept drug misuse as inevitable within our society and communities. Nor should we tolerate the spiralling costs of drug-related, acquisitive crime and drug treatment. These costs are measured in millions of pounds and borne by ordinary taxpayers and society.

It is recognised that 'eradicating' drugs is a long-term and challenging goal. There is no quick fix. We need to shift our focus from attempting to manage drug misuse with ever-diminishing resources, to proactively tackling it to remove it from our communities. Strategic public health models that use the right mixture of treatment, prevention and education to control and ultimately eradicate outbreaks of transmittable diseases of epidemic proportions demonstrate that failure to eradicate harmful drugs from our communities is not a foregone conclusion and certainly should not stop us from trying.



STOKE BRUERNE LOCKS

WORKING CLOSELY WITH LOCAL COMMUNITIES

Dismantling drug markets across the county will remain a key priority. Local communities often hold the key to understanding drug use and supply and need to be better involved. The predictive policing models piloted in Northampton will be evaluated and then, with lessons learnt, rolled out across high crime areas of the county. Recognising the strong links between drug supply and criminal organisation and gangs, approaches to tackling serious and organised crime will be further strengthened.

A revolution in offender rehabilitation, including a review and strengthening of Integrated Offender Management and our Dedicated Substance Intervention Programme will play a major part in achieving further significant reductions in crime. Our approach is currently too disjointed and too reactive, focussing too much on tackling the symptoms, when the damage has already been done, rather than the causes. Therefore, we will scope and then pilot a new, more intensive and sustained approach to tackle the most prolific and challenging offenders by strengthening our response, both through the criminal justice and public health routes.

WORKING WITH NORTHAMPTON UNIVERSITY

There will be a sharper focus on treatment approaches to achieve sustained abstinence and that support drug users to turn their lives around for good. There needs to be sustained focus on addressing the complex relationship between mental health and drug use. We will explore and support the development of innovative approaches to drugs prevention, intervention and treatment services. Partnering with the University of Northampton, we will seek to capitalise on the social entrepreneurship of people whose ideas show great promise but who struggle to develop them into a sustainable going concern and obtain the necessary investment.

EDUCATING YOUNG PEOPLE

Drugs are not something to be glamorised. Better education of our young people (and their parents) by providing them with unbiased and dispassionate information about drugs and drug use will enable them to make informed decisions. We need to understand that experimentation with drugs during adolescence is common and, unfortunately, young people often fail to equate their actions today with the consequences of tomorrow. They have a tendency to feel indestructible and immune to the problems that others experience. Some young people will experiment and stop. Others will develop a dependency, moving on to more dangerous drugs and causing significant harm to themselves and possibly others. It is difficult to know which young people will experiment and stop and which will develop serious problems. We need to significantly improve our understanding as to why people start using drugs in the first place and why they stop, so we can put in the right interventions in the right place at the right time.

Therefore, we will invite schools to work with us to help identify those who are, or are at risk of, using drugs and engage them in a comprehensive programme that are designed to divert them from a life of dependency and crime.

WE WILL:

- Refocus to address the causes rather than the consequences of drug misuse
- Review and strengthen Integrated Offender Management and the Dedicated Substance Intervention Programme
- Continue to dismantle drugs markets
- Support an abstinence treatment model
- Invite schools to participate in an innovative drug programme aimed at young people at risk

A SECURE PLACE

A key aspect of making Northamptonshire a more secure place is maintaining a strong focus on protecting vulnerable people, safeguarding children and adults, combating cyber-crime in all its forms, preventing extremism and terrorism, and tackling organised crime. Managing dangerous offenders is also core to our approach of preventing serious harm, and we will continue to strengthen local arrangements for protection, multi-agency collaboration and supervision of dangerous offenders.

Children being safe is a core personal commitment of both the Police and Crime Commissioner and the Chief Constable. With all agencies working to a common goal, we are fully committed to continue the substantial strengthening of child safeguarding, which has progressed a great deal over the last year but still has a way to go. It will require further investment and breaking down of operational barriers between agencies, for example by fully developing and implementing shared information management and data sharing systems. There have been improvements, particularly in the policing response, but we recognise that agencies across the county have a long way still to go to achieve excellence in safeguarding children.

Crimes based on hate related to an individual's or group's perceived difference are particularly pernicious and can have an impact that encompasses whole communities. We will engage and work with all our partners to ensure this does not become a side issue or one that is overlooked, but instead receives the priority it deserves.



NORTHAMPTON LIFT TOWER

MODERN SLAVERY

Modern slavery is a modern-day scandal. It is often hidden in plain sight and can take many forms, including the trafficking of people, sexual exploitation, forced labour, servitude and slavery. Victims can be brought from overseas, but can also be UK residents who are vulnerable in some way. Let us be under no illusion - modern slavery is happening in our communities and, given our location in the UK and proximity to major road networks, people are undoubtedly being trafficked into or through Northamptonshire.

Working with experts in this field, such as *Hope for Justice* and through the *Human Trafficking Foundation*, we aim to be a UK leader in tackling modern slavery. We will achieve this by increasing the detection and prosecution of those engaged in modern slavery as well as ensuring victims are protected and supported as they rebuild their lives. We will invite agencies, practitioners, businesses, educational establishments and community representatives to establish an anti-slavery network with us. The network will enable skills, knowledge, commitment and resources to be shared between those who may come into contact with human slavery. We will seek to implement a comprehensive training programme that will enable those who work with people and in communities, regardless of their role or what agency they work for, to recognise the indicators of modern slavery and know how to respond swiftly and effectively. Through a local public awareness campaign, we will create a county that is vigilant to the indicators and does not tolerate modern slavery in any form.

It is important we continue to make our contribution to the national *Strategic Policing Requirement* to counter a number of specified threats to national security and public safety.

LARGE SCALE CRIME

The threats posed by terrorism, serious and organised crime, public disorder and making provision about civil contingencies present challenges at a regional and national level. They require forces and partners to actively work collaboratively. Northamptonshire Police will continue to play its part in regional, national and international efforts to protect the public and strengthen partnerships locally. The specialist policing arrangements developed regionally across the East Midlands provide greater resilience and capability across these issues and will continue to be developed further.

CYBER-CRIME

The nature of crime and criminality is changing to a degree never experienced before. Cyber-crime in all its forms is on the rise, becoming ever more complex and sophisticated, significantly challenging traditional policing methods. It offers new types of criminal opportunities for considerable reward at relatively low risk. People are increasingly more likely to be a victim of crime while online than they are in the real world. We need to strengthen our response through the new, dedicated Northamptonshire Police cyber-crime investigation unit and develop active and responsive partnerships with industry to ensure the expertise is available when required.

The age of technology, the internet and social media, has produced new threats, with a need to prevent new forms of harm, exploitation and victimisation, particularly of children and young people. E-safety is, therefore, a key priority and we will work to better understand the most effective ways to reduce harm, and protect people. Most people have a single, simple password. This is the virtual equivalent of leaving the front door on the latch. We therefore need to raise awareness and educate everyone - child, young person, and adult alike – about the risks associated with using digital technology and what they must do to protect themselves.

WE WILL:

- Strengthen child safeguarding
- Improve information sharing between partner agencies
- Ensure hate crime remains a priority
- Work with experts in the field to tackle modern slavery through;
 - The comprehensive training frontline practitioners
 - Delivering a local public awareness campaign
- Contribute resources to the *National Policing Requirement*
- Strengthen our response to the investigation and prevention of cyber-crime
- Improve e-safety



ACHIEVING THE AMBITION

Making Northamptonshire the safest place in England will not be easy, but it is an achievable and necessary ambition. It will demand the active commitment and full application of the skills, knowledge and experience of all those charged with the responsibilities of protecting the public, tackling and preventing crime. Achieving the ambition set out in this Police and Crime Plan will be built on the five pillars of prevention, putting victims first, involvement, evidence-based practice and building new ways of working.



DISCOVERY. DNA SCULPTURE

PREVENTION

Prevention is the central pillar upon which our whole approach to becoming and remaining the safest county for the long-term will be built.

Tackling crime by getting 'upstream' and preventing it in the first place is much better than responding to the consequences after the event. Ultimately the single best thing that can be done to reduce victimisation is to prevent crime, so people do not become victims in the first place. Prevention and early intervention are at the heart of thinking on wider public service reform. Specifically across criminal justice, the prevention dividend is large as the criminal career cost of a single prolific offender has been estimated in the region of £1million. Currently, the lion's share of spending across the criminal justice system presently is reactively dealing with the crime and its consequences. Together, we will take forward a bold new agenda to shift the pattern of investment upstream on proactive and preventative measures, which provide better and more cost effective outcomes for the taxpayer.

Primarily, prevention to reduce offending needs to have a focus on young people at risk of offending. Research suggests that by age 12 most individuals with a high propensity to offend will have commenced their offending careers and there is a diminishing impact of intervention, particularly from aged 14 upwards. We are committed to developing innovative approaches to *Take A Generation Out Of Crime* through effective early intervention and prevention work with young people, revolutionising the approach to offender rehabilitation, and embedding an approach to local problem-solving that effectively engages local communities in resolving problems. Engaging young people and supporting their development and that of future generations should sit critically across all and any prevention activity. Ensuring every young person is properly equipped for the challenges of the world and life requires significant attention and investment. The vital role of education centres, pre-school as well as primary and secondary are a priority for us. Good, strong partnership and relationships with schools in Northamptonshire remains a priority as does the development of new models of engaging with young people. The opportunity afforded by legislation, freeing communities from simply state-run education, is one where no time should be wasted.

To deliver real and sustained change, working practices across the criminal justice system need to be overhauled and improved to respond to need. There needs to be an embedded recognition that criminal behaviour does not mirror the traditional working week, and services need to be designed so they are flexible enough to deliver swift justice and proactively engage offenders at times when they are most at risk of offending. Our new approach to managing offenders will emphasise a single integrated approach to offending across the agencies involved, making better links across the National Probation Service, the new Community Rehabilitation Company, the Youth Offending Service, drugs and alcohol agencies, and other key providers.

The approach will be innovative and evidence-based. We will draw on the considerable skills and experience of those who do the challenging work of managing and rehabilitating offenders and work with them to develop new interventions to reduce re-offending. The work to develop an integrated model of offender rehabilitation in collaboration with other Police and Crime Commissioners to reduce offending and re-offending across, Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire – the BeNCH area – aims to create a new beacon service recognised for best practice and innovation. Key to this will be developing strong partnerships with universities across the area in order to become a centre of excellence for offender population analysis and best practice.

PUTTING VICTIMS FIRST

Both the Police and Crime Commissioner and Chief Constable are committed to a more victim-focused model of policing that puts victims at the heart of the criminal justice service. With all partners working collectively through an active Local Criminal Justice Board, we are determined to modernise our criminal justice service to one that is shaped by what victims need, giving them choices, giving them back control, giving them a voice throughout, with a focus on supporting them to overcome their victimisation and rebuild their lives.

The ground-breaking, nationally recognised, *Victims' Voice* report published in September 2013 heard directly from victims, on their own terms, in their own words, about their experiences and the issues that matter most to them. It found systematic failings in how victims and witnesses are treated by the criminal justice system and gave them the opportunity to help re-shape the services that will help and support them and others in their situation. The scale of our challenge is reflected in the 79 recommendations arising from the *Victims' Voice* report. Some of these recommendations have been quickly implemented, but more work is required to deliver the long-term structural reforms that have been identified. The membership of the county's Local Criminal Justice Board will continue to work together to deliver every one of these recommendations.

The *Victims' Voice* process represented a real landmark in engagement with victims but it is just a start. The experience of victimisation is highly diverse, and we need to do more to understand how we can improve our services to victims and witnesses. The new *Institute for Public Safety, Crime and Justice* will focus on increasing the knowledge of victims' needs and developing the evidence-base to better meet those needs. A number of further engagement and research exercises will focus on particular aspects of victimisation and particular groups of victims. New approaches to seeking feedback on services provided by the police and across the criminal justice system will be developed so that services can continually improve.



The commissioning of some core victim services has now been devolved to Police and Crime Commissioners by the Ministry of Justice. As a result, based on what we learnt through *Victims' Voice*, we will create from October 2014 a new Victim and Witness Service, *Voice for victims and witnesses*, which will be the first of its kind in the country. *Voice* will provide a single point of contact for victims and witnesses. It will ensure that victims and witnesses only have to tell their story once; receive the services as and when they are needed and, are kept informed of developments in the investigation or court case. We will also work with our partners to commission and improve the support services provided to victims, particularly where victims have specialist needs, such as victims of sexual assault and domestic abuse, and the families of those bereaved by road accidents, violent crime and other forms of inter-personal violence. The *Victims' Voice* report sets a great expectation on the criminal justice system as a whole to respond. One year on, when we launch *Voice for victims and witnesses*, we will host another conference and be held collectively to account for our progress.

Following *Victims' Voice*, the updated national *Code of Practice for Victims of Crime* was published. Often referred to as the 'Victims' Code', parts of which will be enshrined in legislation, it sets out the standards of service victims should expect from and be required of, criminal justice agencies. These include victims being kept informed of developments in the investigation and case, having access to information about the process and entitlements; being supported through the criminal justice process and, having a right to be heard. "*Voice*" for victims and witnesses will act as the 'local regulator' to ensure the relevant criminal justice agencies comply with the Victims' Code and encourage other agencies that have a role in delivering community safety services adopt the code.

Investment in restorative practice is another key component of providing a better service to victims. Restorative practice gives those that have been harmed by crime or conflict the chance to meet or communicate with those responsible for the harm to explain the real impact of their experience - it empowers them by giving them a voice. It also holds the wrongdoers to account for what they have done and helps them to take responsibility and, if necessary, to make amends. If undertaken in the right way and in accordance with the wishes of victims, restorative practice can be a very powerful and positive experience for victims of crime and those who have been harmed in some way by the actions or behaviour of others. Supported by our partners, we have commissioned *Restorative Solutions* to coordinate restorative approaches and act as a 'catalyst', to develop and embed restorative practice in organisations and build a pool of nationally accredited facilitators from a range of different agencies across Northamptonshire. The aim is to make Northamptonshire a 'restorative practice county' where the opportunities for restoration are routinely embedded in many different aspects of our local services and community.

The Victims' Code is published at:

www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime



ROCKINGHAM CASTLE

INVOLVEMENT

Ensuring local people are informed and involved, are able to have their say and influence key decisions, and are enabled to actively participate is vital. One of the key features of this plan is a commitment to a programme of consultation and engagement on a scale that gives everyone the opportunity to have their voice heard on the issues that affect them. There will be a major drive to increase the direct participation of local people. Central to this is the expansion of the Special Constabulary, the recruitment of community volunteers and an increase in the number of Cadets.

INVOLVING YOUNG PEOPLE

We will also undertake the biggest programme of work in the country to engage and involve young people, including holding and promoting a specific youth engagement month, as the work undertaken so far has identified their perception of policing is often poorer than adults and their level of victimisation higher. We will establish the 'Youth Circle' to ensure the views of young people are continually taken into account and they have an opportunity to discuss the issues important to them. They will also provide an insightful perspective on how to prevent crime and criminality. We will seek young peoples' perspectives to understand the barriers to their reporting crimes, what we need to do to encourage them to report to the appropriate authorities when a crime has been committed against them, and how to support young victims of crime. This will also address the support services available to young people and how they can be made more accessible. We will build on the large scale engagement exercise we undertook when undertaking a critical review of the use of stop and search powers and continue our ground-breaking model of structured 'restorative engagement' between young people and police officers to break down the barriers and stereotypes that seems to exist between them. We will also work with agencies across the criminal justice system to open up the sector to opportunities for work experience, taster days, apprenticeships, internships, placements and other outlets to engage with young people.

We recognise the importance of social media and the internet and will drive new ways to report crimes; for victims and witnesses to be updated; and, use new technologies to increase ways for people to get involved. We will explore how we can use online games and 'apps' to capture young people's views or communicate key messages in an interactive way. The new-look websites for the force and the Office of Police and Crime Commissioner will be further developed, driven by a desire to increase community involvement. We also wish to understand young people's experiences and use of the internet and social networking, to understand what e-safety tools or prevention steps they take and what they would do if they felt they were being bullied or exploited online. This will inform us on what we need to do to increase awareness and understanding among young people, their parents, schools, police and others of the steps to take that minimises the risks of interacting with others online.

VICTIMS VOICE

Victims' Voice demonstrated the importance of listening to the experiences of those whose lives have been affected by crime and anti-social behaviour. We will continue to ensure the voices of victims and communities are heard as they have never been heard before so their needs are better understood and acted upon in designing and delivering policing and criminal justice services. This will include further engagement with families of those fatally injured through road incidents, which was identified as requiring further development in the *Victims' Voice* report.

To complement the *Victims' Voice* work, the *Institute for Public Safety, Crime and Justice* will, engage with those who work for the emergency and associated services in order to gain greater insight into their experiences of working on the frontline. This research, entitled *Frontline Voices*, will enable us to gain a greater understanding of the frustrations and barriers they face, their views of their own and other agencies, and organisational cultures.



The Office of Faith-Based and Community Initiatives

THE OFFICE OF FAITH-BASED AND COMMUNITY INITIATIVES (OFBCI)

There will be a big expansion in the role played by faith-based and community organisations, particularly in supporting victims and preventing crime. This will be actively supported through the pioneering *Office for Faith Based and Community Initiatives* to develop initiatives at the local level, identifying opportunities for bidding for funding and supporting community and faith based groups to provide services for the good of their communities. To demonstrate the commitment to promoting open, practical working on all levels within faith-based organisations and across the public sector, the Advisory Council for Faith-Based and Community Initiatives signed up to the All Party Parliamentary Group on Faith and Society Covenant for Engagement. The *Office for Faith-Based and Community Initiatives* will continue to promote and encourage other organisations and partnerships to adopt the covenant and, therefore, commit to involving faith-based organisations on an equal basis with other groups in the delivery of services and social action.

The Office of the Police and Crime Commissioner with the *Office for Faith Based and Community Initiatives* will pilot participatory budgeting to better involve communities, particularly those who are seldom heard, to address specific crime or anti-social behaviour issues that matter to them. We will work with key groups and individuals, enabling communities to bid for funds to address the problems identified. This will build on an innovative intensive engagement model currently being used by Northamptonshire Police to work with the local community affected by a problem to develop a meaningful insight to enable and empower the community to take ownership of the solution.

We will also invite ambitious local communities to work with the Office of the Police and Crime Commissioner to explore, evaluate and develop innovative, locally-based initiatives, which are consistent with the over-arching ambition of making Northamptonshire the Safest Place in England, to significantly improve wellbeing in its broadest sense.

INDEPENDENT ADVISORY GROUP

It is important the police and the Police and Crime Commissioner receive independent advice and guidance from across the diverse communities of our county. To help achieve this, the Independent Advisory Group is being significantly expanded, with the creation of local groups to ensure a stronger reflection of community views across the county. We will also work with local people and community agencies to create a standalone independent monitoring structure with a strong and independent voice that will evaluate and publish reports in respect of fairness across Northamptonshire's criminal justice system.

An open and transparent approach is central to underpinning community involvement. Working with the *Institute for Public Safety, Crime and Justice*, we will consult with the public and our criminal justice partners with the aim of developing a more accessible approach to meaningful performance data publication across policing and the criminal justice system as a whole. We will also further develop the transparency of both the Office of Police and Crime Commissioner and Northamptonshire Police.



THE SILVER LADIES - WELLINGBOROUGH

EVIDENCE BASED PRACTISE

Evidence-based practice will underpin everything that we do. We can no longer afford to do things because they feel right; we need to *know* they will have a positive and constructive outcome, reducing crime and making people safer. Some well-meaning interventions have zero impact, or may even exacerbate the harm, and we can no longer afford to throw more and more resources at a problem in the hope that something works.

That is not to say we play safe and continue to do what we have always done. If we do this, we will not achieve the ambition and outcomes set out in this plan. We need to do things differently and take new approaches. We need to encourage and enable innovation, but ensure we have robust, academic-standard evaluation in place to understand what works and learning what does not work.



Institute for
**Public Safety
Crime and Justice**

Launched in April 2014, the new *Institute for Public Safety, Crime and Justice*, a joint venture with the University of Northampton, will support evidence-based approaches to ensure evidence and knowledge is translated into practice on the ground. Operating with analytical independence, the Institute will provide independent evaluation to identify 'what works' and, as importantly, what does not. This will be translated into policy and practice, particularly through the provision of training to practitioners across policing and community safety. The Institute is a major and entirely new institution for our county. It has, and will continue to develop, strong national and international links with other institutions, such as the College of Policing and the Australian Institute of Criminology, and will attract research investment into our county and grow to become one of the major centres in the country in respect of evidence-based policing and justice practice.

The Institute already has a full and comprehensive work programme. This programme includes strategic crime analysis to develop a thorough practical understanding of crime and associated issues, which will support the delivery of more effective operational policing, including alcohol-related violence and anti-social behaviour and a needs assessment to understand the requirements and service provision for those that experience, or are at risk of, inter-personal violence.

The Institute will also undertake critical evaluation and research to build our understanding and knowledge of what works, what doesn't and why. Among the work commissioned is:

- A critical assessment of the court listing process as recommended in *Victims' Voice*
- An evaluation of the local alcohol detection tag pilot
- A critical review of the county's Integrated Offender Management and Drugs Intervention Programme arrangements
- An appraisal of restorative practice in prison
- A process evaluation of the Special Constabulary expansion
- An evaluation of the current domestic violence perpetrator programme
- An evaluation of restorative practice project between young people and the police
- Building an understanding of the restorative practices skills base across the county
- Supporting and evaluate the Intensive Engagement project
- An evaluation of participatory budgeting; understanding cyber-crime
- An evaluation of the Rural Action programme
- Developing an evidence-based strategy to transform our approach to offending

Engagement, consultative and involvement activity is also key. It will ensure the views of communities, in their many forms, and practitioners across all agencies, are taken into account in developing responses and to promoting the delivery of effective services. Under this workstream, the Institute is building on the *Victims' Voice* work. This will include *Frontline Voices*, which will listen to the experiences and views of the people across agencies who work to protect us, our families, our homes and possessions, including police, fire and rescue, ambulance, health and social services.

The Institute is a major investment in our county, building for the future and recognising the important role our local university has in the future of our county's development.



AN ILLUSTRATION OF ONE OF THE ALCOHOL TAGS INTRODUCED BY NORTHAMPTONSHIRE POLICE

BUILDING NEW WAYS OF WORKING

The people of Northamptonshire should have the best possible public services, something that requires us to challenge our established and traditional models of delivery. There can be no denying the benefits of our emergency services working together in a more strategic and joined-up manner. Not only will such an approach help to eliminate inefficiencies and duplication, it will have a positive impact on the services we deliver.

Working with forces and Police and Crime Commissioners across the East Midlands, we are at the forefront of realising the potential of working together across force boundaries. This delivers savings but, as importantly, also delivers specialist policing services in a way which is more robust and capable than our local force operating alone. We are collaboratively developing new models of working to deliver criminal justice support for cases going to court. We are also looking at major new shared models for delivering information technology and back- and middle-office functions, in order to deliver savings. Collaborative approaches will help us protect front-line policing services in our county.



HOLLINGWORTH VIADUCT

POLICE & FIRE SERVICE INTEGRATION

Our county is leading the way nationally in integration between fire and rescue and policing. We hope to start to move beyond collaboration to a much more joined-up organisation within the next year. The police and fire and rescue are jointly developing proposals for what this joined-up service will look like and how it will operate. What we are proposing is bold, but it will deliver significant benefits in terms of inter-operability between the emergency services, improving services to victims and casualties, as well as allowing some radical thinking in terms of estates, fleet and other resources. Already, joint training is taking place and further opportunities are being explored. The community safety and prevention teams provided by the two services have also been brought together into a single team under a single leadership model. More will follow.

The design of the joined-up service is not primarily about the financial benefits of bringing police and fire and rescue together. It is about creating the brightest and best of both policing and fire service practice that is driven by evidence of what works and being highly innovative. It will drive more efficient ways of working, including an emphasis on intelligence-based policing and on mobile technologies. Volunteers will play a major role. The joined-up service will also maximise the proportion of resources focused on frontline services in our local communities. As set out above, as this service model matures we will ensure that prevention, the needs of victims and community involvement will be at its heart. There will be a major public involvement exercise so that as many people as possible have the opportunity to feed into the operating model for our new organisation to ensure it meets the needs of local people.

To create the brightest and best police force, fire and rescue service and criminal justice agencies that serve local people it is important that the vibrant diversity of our local communities is reflected throughout the organisations, including at senior and executive management level. The Police and Crime Commissioner will work with the force and other agencies across the criminal justice system to design and deliver a new, long-term framework for nurturing and realising the full potential of all officers and staff irrespective of race gender or background. Our organisations will therefore become employers of choice, recognised to be places where the talents of all are valued and flourish.

Coupled with the organisational reform and joining up of our police and fire services, there is also a wider case for radical reform across the criminal justice system. We will work collaboratively with other Police and Crime Commissioners and partner agencies to consider how we can reduce both adult and youth offending through better integration of rehabilitation and offender management services in prisons and in the community. The courts and criminal justice system will also be subject to a major programme of reform.

We will also draw on the knowledge, skill, experience and enterprise of individuals, groups and communities. In partnership with the University of Northampton we will encourage, generate and enable social venture approaches to take a generation out of crime, work out how cultural change to drugs can be developed for young people and understand how topics relating to young people's wellbeing, safety and future aspirations can be explored through and within schools. We will also explore ways to attract additional, alternative investment, such as social impact bonds, to help implement new and innovative programmes that have potential for success, but do not have the evidence to prove their effectiveness.

For further information please visit:

www.northampton.ac.uk/business-and-enterprise/business-support/social-venture-builder

NORTHAMPTONSHIRE IS LEADING THE WAY NATIONALLY IN INTEGRATION BETWEEN FIRE AND RESCUE AND POLICING



MONITORING DELIVERY & PERFORMANCE MANAGEMENT

ACCOUNTING FOR PERFORMANCE

PUBLIC SCRUTINY

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ACCOUNTING FOR PERFORMANCE

A primary duty of the Police and Crime Commissioner is to hold the Chief Constable, who remains responsible for the direction and control of the force and has operational independence, to account for policing performance on behalf of the public they serve. The role of the Commissioner is to champion the voice of victims and communities and, through greater transparency, ensure the quality of policing services and results delivered by the police are the best they can possibly be for the people of Northamptonshire, delivering the Safest County. The Commissioner wishes to send a clear and unequivocal message that over the course of the next two years there will be a step change in performance and sharp rise in service standards to deliver comparative performance that is among the best in the country. The service standards of policing will also rise sharply – the Commissioner brings a ‘client-side’ perspective that expects excellence in how policing services are delivered.

One of the factors undermining police effectiveness can be the pressure for knee-jerk initiatives to chase short-term numeric targets. Instead what is needed is well planned and evidenced approaches embedded into the ‘DNA’ of how the force operates and leading to sustained as well as big improvements in performance. The thrust of the Police and Crime Commissioner’s focus will continue to be on the Chief Constable putting in place what is required to achieve a sustained step change in performance. The Chief Constable and force will continue to be provided the space to focus on this, without the distraction of continuous emphasis on short-term crime figure fluctuations and numbers chasing.

Countless surveys have reflected that police officers are among the most trusted public figures. The Commissioner shares that view. Rather than building a vast infrastructure of independent monitoring, investing in performance officers and developing a theatre of public accountability meetings, the model will be one based on an open, mature and honest relationship in which performance issues are transparently shared by the force and engaged with, while serving the needs for accountability and transparency. Northamptonshire Police will continue to develop its new, robust and comprehensive performance framework that will provide a broad and deep picture of force performance and enable more effective approaches and responses to performance improvement.

The Police and Crime Commissioner and Chief Constable currently meet regularly and formally hold *Accounting for Performance* meetings bi-monthly. While these meetings are not currently held in public, a record of the meeting is published on the Police and Crime Commissioner’s website.

To view the Accounting for Performance reports, please visit:

www.northantspcc.org.uk

The Police and Crime Commissioner is creating a ‘Delivery Unit’ to relentlessly pursue the key priorities outlined in this Police and Crime Plan. This will be the principal mechanism for holding to account those charged with delivering important aspects of this Plan. The Unit will provide problem-solving capacity in pursuit of the intended outcomes.

PUBLIC SCRUTINY

The Police and Crime Commissioner has a duty to the people of Northamptonshire to challenge and to drill down where there are evidently issues of management or delivery that are impeding the strong performance of the force. In these situations it is right that, on behalf of the public of Northamptonshire, the Police and Crime Commissioner is intrusive, challenging and sets high expectations for improvement.

However, the Police and Crime Commissioner recognises the need to balance the duty to assure and hold to account across the delivery of policing services with the need to significantly reduce the overall burden of oversight, audit and inspecting processes on the Chief Constable and their officers and staff, freeing them to get on with the job of delivering excellent policing services for the people of the County.

The Police and Crime Commissioner, therefore, will undertake only a small number of public scrutiny exercises each year, focused on areas of service that are assessed as presenting a high risk in respect of meeting the priorities and needs of the public. This risk-based approach to identifying areas for public scrutiny activity will be framed on the basis of (i) risk of harm to the public; (ii) risk to public confidence; and, (iii) risk to the delivery of the Commissioner's priorities for policing improvement.

The current proposed programme includes diversity in policing; the use of out-of-court resolutions; responses to anti-social behaviour; the role of Police Community Support Officers; child protection, including grooming and child sexual exploitation; protecting vulnerable people; and fleet management.

The terms of reference and outcome of each public scrutiny and the Chief Constable's responses will continue to be made publicly available, published on the Police and Crime Commissioner's website.

ENABLING DELIVERY – FINANCE AND COMMISSIONING

Policing, like the rest of the public sector including other criminal justice agencies, is experiencing significant financial pressure as a result of reduced public spending by the Government in response to the nation's budget deficit. The Commissioner estimates he needs to make savings of over £18million by March 2019. This represents 15 per cent of the 2014-15 budget. The 2014-15 budget includes savings of £6.1million compared to 2013-14.

Being a relatively small policing area, we face particular challenges having fewer opportunities to further reduce costs. The priority is to protect and, through innovative approaches such as the expansion of the Special Constabulary, enhance the frontline by putting more police officers in local communities.

In consultation with the people of Northamptonshire, Northamptonshire Police and the Police and Crime Panel, the net policing revenue budget for 2014/15 was £121million. This was made up of government grant (63%) and council tax contributions (37%). £116.6million (96%) was delegated to the Chief Constable for operational policing, ensuring the number of police officers will be no fewer than 1,220 during the Police and Crime Commissioners current term in office ending May 2016.

COMMISSIONING FOR OUTCOMES

The Office for Police and Crime Commissioner is beginning to roll out a new model of outcomes-based commissioning, replacing the previous process of awarding grants. This is a maturing process. However, the model will continue to include a contribution to local problem-solving and crime prevention activity in each borough and district of our county through the Commissioner's *Local Solutions Fund*.

The Office of the Police and Crime Commissioner will continue to apply the commissioning principles set out in the commissioning framework. This means we will focus on 'what we achieve' rather than what we do, commission the most effective and efficient service to deliver the specified outcomes, deliver sustainability in service provision, consult and engage during the design and procurement process and through the monitoring of the service, have clear commissioning and procurement processes and governance, and promote improvement and innovation to deliver the best possible services for the people of Northamptonshire.

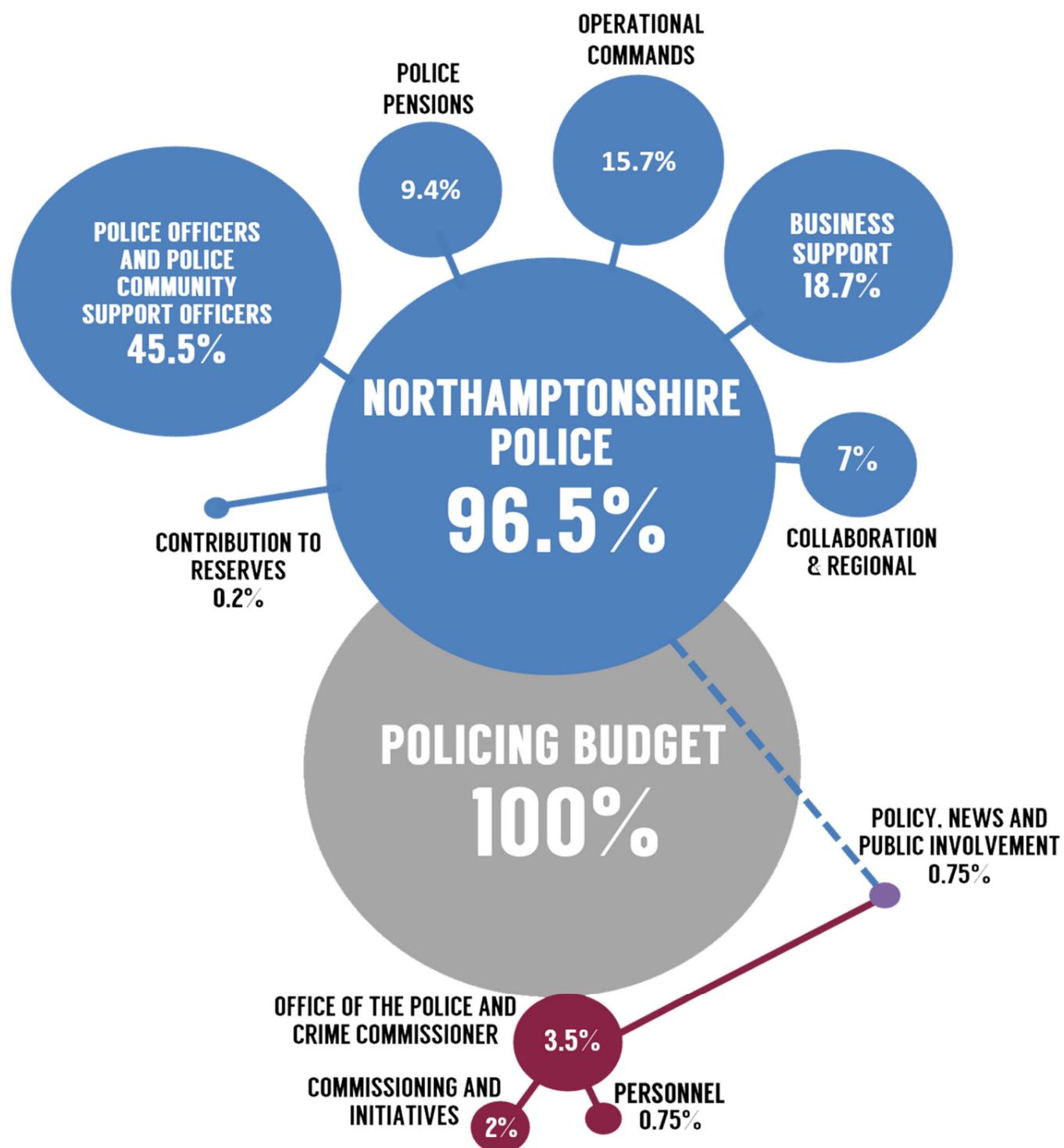
The Commissioner will also continue to review and reassess the financial contributions to partnership arrangements, demanding assurance that they and the initiatives and services they fund are successful in delivering outcomes for local people and communities by contributing to making Northamptonshire the Safest Place in England.

In addition, the *Office of Faith Based and Community Initiatives* allocates micro-funding through an application, appraisal and contract process to faith based and community initiatives that successfully present innovative but realistic ideas of how their initiative will contribute to one or more of the Police and Crime Plan outcomes.



POLICING BUDGET

The budget for 2014/15 was set at £121million. The budget is made up of government grant (64 per cent) and council tax contributions (36 per cent). £116.5million (96 per cent) was delegated to the Chief Constable for operational policing, ensuring, among other things, that the number of police officers will be no fewer than 1,220 during the Police and Crime Commissioners current term in office ending May 2016.



FINANCIAL PLANNING—MEDIUM TO LONG TERM

The table below sets out the five year medium-term financial plan. This financial plan takes into account reductions in government funding for policing, anticipated savings that will need to be made by Northamptonshire Police and the Office of the Police and Crime Commissioner, and contributions to and draws on reserves.

	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000
HOW WE ARE FUNDED					
Government Grant	78,028	75,591	74,060	72,780	71,500
Council tax	42,999	43,783	45,012	46,275	47,573
TOTAL POLICING BUDGET	121,027	119,374	119,072	119,055	119,073
PLANNED SPENDING					
Northamptonshire Police	116,506	122,393	119,810	118,862	119,580
Savings to be made	0	-6,779	-4,598	-2,444	-3,729
TOTAL AVAILABLE (after savings made)	116,506	115,614	115,212	116,418	115,851
Office of the Police and Crime Commissioner*	2,016	2,080	2,054	2,005	1,954
Commissioning and Initiatives	2,240	2,240	2,240	1,720	1,720
Savings to be made	0	-127	-126	-130	-132
TOTAL AVAILABLE (after savings made)	4,256	4,193	4,168	3,595	3,542
Change to Reserves	265	-433	-308	-958	-320
TOTAL PLANNED SPENDING	121,027	119,374	119,072	119,055	119,073

AN INVITATION

The Police and Crime Plan is an invitation to get involved in our joint effort to create the safest place in England. Creating the safest county is not just a job for the police, it is important that all communities get involved to make a difference.

The programme how we intend to deliver our Police and Crime Plan together with local communities will be published in due course at:

www.northantspcc.org.uk