

Northamptonshire

Hate Reduction

Strategy

2016-19



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1.

JOINT VISION

We will work in partnership to help make Northamptonshire safer by providing an excellent service to victims and witnesses of hate, focusing on prevention, early intervention & robust enforcement

2.

Organisations supporting this strategy

BeNCH Community Rehabilitation Company
Borough Council of Wellingborough (BCW)
Corby Borough Council (CBC)
Corby Clinical Commissioning Group
Daventry District Council (DDC)
East Northants Council (ENC)
Kettering Borough Council (KBC)
National Probation Service (NPS)
Nene Clinical Commissioning Group (NCCG)
Northampton Borough Council (NBC)
Northamptonshire County Council (NCC)
Northamptonshire Fire and Rescue Service
Northamptonshire Police
Northamptonshire Rights Equality Council (NREC)
Northamptonshire Youth Offending Service (NYOS)
Police and Crime Commissioners (PCC) Office
South Northamptonshire Council (SNC)
Voluntary and Community Sector
Voice

3. Introduction

This strategy sets out the vision, aims and objectives of the partner agencies that are responsible for tackling hate related incidents in Northamptonshire, and identifies how agencies will work together to achieve the vision.

4. Background

Hate incidents and crimes are not always recognised or correctly identified as such. There can be cross over with anti-social behaviour and/or criminal behaviour that leaves hate not being accurately recognised as a causal factor for offending behaviour, if it is in fact recognised as an issue at all. Raising awareness of what hate incidents and crimes are within the community, as well as professional and voluntary organisations is a vital component of providing an effective service to help prevent and tackle prejudice and discriminatory behaviour.

It is imperative that the impact of the behaviour on the victim is considered from the outset, rather than just responding to the presenting behaviour of the offender. This approach should enable a more holistic and effective service of response and support for victims and perpetrators, pooling resources and identifying gaps.

Data and statistics on hate crime are primarily available through the police due to its nature. Hate incidents should be reported to and recorded by all agencies, although there is little data available to show lower level incidents, or the impact of early intervention, if indeed there is any.

A report produced by the Home Office in 2014 highlighted that in the year 2013/14 there were 44,480 Hate Crimes recorded by the police, a 5% increase on the previous year. All 5 strands had had increases on the previous year but increases in sexual orientation, disability and transgender strands were explained by an improved police identification of these offences.

Proportion of offence by Hate Crime Strand

| | Nationally | Northants |
|--------------------|-------------------|------------------|
| Race | ● 84% | ● 80% |
| Sexual Orientation | ● 10% | ● 7% |
| Religion/Faith | ● 5% | ● 2% |
| Disability | ● 4% | ● 11% |
| Transgender | ● 1% | ● 1% |

The Home Office have noted that at the time of the murder of Lee Rigby (May 2013) the number of racist and religious/faith offences increased. As the racist strand is by the largest, this incident is cited as being a reason why the number of Hate Crimes increased in that year¹.

The British Crime Survey for 2012/13 stated that they estimated that there were Nationally 278,000 Hate Crimes. This is 7 times the number that police forces recorded (42,236 crimes). The most

¹ 'Hate Crime in Northamptonshire (August 2015) – Threat and Risk Assessment'.

common reason given for not reporting an incident to the police was because the victim believed that the police would or could not do much about it².

The National reports from the government make four key points:

- Hate Crime is increasing.
- Hate Crime is under reported.
- Hate crime victims are more likely to be emotionally affected.
- Hate victims are less likely to be satisfied by the police handling.

Section 17 of the Crime & Disorder Act (1998) places a statutory duty on relevant authorities to consider the impact they have in exercising their powers and delivering services, and do all they reasonably can to prevent crime and disorder in their area. Relevant authorities include local authorities, police, health, probation and social housing providers. Community Safety Partnerships (CSPs) have now evolved from the original Crime & Disorder Partnerships (CDRPs) but their function remains the same in ensuring a multi-agency approach to all forms of crime and anti-social behaviour.

The national Prevent agenda is concerned with recognising and identifying individuals who may be vulnerable to becoming radicalised and therefore has very close links with hate crime. All local authorities now have a responsibility to ensure that they have certain measures in place to address any potential threat.

5. Defining Hate Incidents & Crimes

Hate incidents and crimes are motivated by hatred of a certain characteristic or perceived characteristic of the victim. Although all of the characteristics below are valid, only the first five in bold are currently officially recorded by Central Government:

- ✓ **Race or perceived race**
- ✓ **Religion or perceived religion (or no religion)**
- ✓ **Sexuality or perceived sexuality**
- ✓ **Transgender or perceived transgender**
- ✓ **Disability or perceived disability**
- ✓ Individual characteristics (alternative lifestyles, dress style, physical appearance, culture)
- ✓ Gender based hostility

There is a clear difference between a **hate crime** and a **hate incident** in relation to statutory powers to intervene. All hate crimes are hate incidents but not all hate incidents are hate crimes, as explained below. The underpinning rationale behind a hate crime or incident is **perception**. It is the perception of the victim or any other person (e.g. a witness) that is the determining factor of a hate crime/incident.

Definition of a HATE INCIDENT

² An Overview of Hate Crime in England and Wales – Home Office, ONS and Ministry of Justice

“Any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by hostility or prejudice.” (College of Policing 2014)

- Examples include name calling, making jokes/banter, making people feel really uncomfortable, ignoring/isolating them, or encouraging others to behave in such a way. These can all be done online, in person, via letters or other methods.

Definition of a HATE CRIME

“Any incident which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by hostility or prejudice.” (College of Policing 2014)

- Examples include harassment, intimidation, damage to property, physical assaults, verbal abuse including threats and bullying which can also be done in person or online, via letters and other methods.

6. National Context of Hate

There are numerous pieces of legislation in England & Wales that address hate, prejudice and discrimination, providing guidance, tools and powers with which to tackle the low level to more serious cases. This includes ASB, housing and other specific legislation as listed below:

- | | |
|--|---|
| ✓ Equality Act 2010 | ✓ United Nations Convention on the Rights of the Child 1991 |
| ✓ The Human Rights Act 1998 (article 8) | ✓ The Employment Equality (Sexual Orientation) Regulations 2003 |
| ✓ The Data Protection Act 1998 (sections 29(3) & 35(2)) | ✓ Housing Act 1985 & 1988 (schedule 2, ground 2 & 14) |
| ✓ The Crime and Disorder Act 1998 (section 115) | ✓ Housing Act 1996 (sections 135, 152 & 153) |
| ✓ The Health & Social Care Act 2001 | ✓ Local Government Act, 2000 |
| ✓ The Police Reform Act 2002 | ✓ The Protection from Harassment Act 1997 |
| ✓ The Anti Social Behaviour Act 2003 | ✓ Anti-terrorism, Crime & Security Act 2001 |
| ✓ Respect Action Plan, issued by the Home Office, 2006 | ✓ Criminal Justice Act 2003 |
| ✓ The Guide to Anti Social Behaviour Orders issued by the Home Office, 2006 | ✓ Racist & Religious Hatred Act 2006 |
| ✓ The Management of Police Information guidance, issued by Northamptonshire Police, 2012 | ✓ Common Law Powers of Disclosure |
| ✓ Acceptable Behaviour Contracts and Agreements, issued by the Home Office, 2007 | ✓ Crime and Disorder (Prescribed Information) 2007 |
| ✓ The Crime and Disorder (Review) Act 2007 | ✓ The Homelessness Act 2002 |
| ✓ The Children Act 2004 | ✓ The Civil Evidence Act 1995 |
| ✓ Counter Terrorism and Security Act 2015 | ✓ Common Law Powers of Disclosure |
| | ✓ The Rehabilitation of Offenders Act 1974 |
| | ✓ The Anti-Social Behaviour, Crime and Policing Act 2014 |

Individual organisations are also likely to have their own policies, tackling specific issues that may be more prevalent to their local communities.

The national perception and response to migration in the UK is also something to consider in the context of preventing and tackling hate.

7. Local Context of Hate

7.1 Northamptonshire is made up of seven District and Borough Councils, numerous Town/Parish Councils and the County Council. There are six Community Safety Partnerships (CSPs) that cover these.

The Northamptonshire ASB and Hate Crime Strategic Group oversee partnership work around this strategy. This group currently meets every two months and is made up of representatives from the police, county/district/borough councils, fire, OPCC and other key agencies. This group feeds into the Chief Executives' Group.

Until May 2014 Northamptonshire Police had a specialised Hate Crime Unit that facilitated a specialist and focused response to the more serious cases of hate and supported a monthly countywide Hate Incident Review Group (HIRG) meeting. As this no longer exists, the response to hate crime has been somewhat ambiguous. A new police lead was appointed in November 2015 and this strategy is designed to direct a partnership approach to the prevention of and response to hate across Northamptonshire.

As the current level of under reporting and dissatisfaction may be a reflection of a lack of service response, part of this will be to establish a method of ensuring that cases of hate are able to be discussed and dealt with at an operational level in partnership with all appropriate agencies. This may mirror or link up with the management of anti-social behaviour (ASB) cases through ASB Action Groups (ASBAGs) that could potentially become Hate and ASB Action Groups (HASBAGs), as the attending partners are likely to be the same.

7.2 One vision, one approach

It is essential that all partner agencies have a consistent and clear approach to tackling hate and implementing legislation locally. This strategy provides a template from which local service delivery plans will be produced, with the aim of achieving the joint vision. An important aspect of this will be through the introduction and use of standardised documents, meeting formats and a single set of service standards that victims across Northamptonshire can expect to receive.

7.3 The Institute of Public Safety & Criminal Justice (IPSCJ)

The Northamptonshire Police & Crime Commissioner (PCC) with Northamptonshire University worked on a joint venture to set up the 'Institute for Public Safety, Crime & Justice' (IPSCJ) which opened in April 2014. The team of experienced analysts, researchers and trainers lead expert practitioners and associates of academic contributions to crime prevention, crime science and criminal justice practise. We will be working closely with the Institute to gather evidence based information to help support and strengthen our approach to tackling hate crime across Northamptonshire.

7.4 NREC & Voluntary Sector Organisations

Based at Northampton College, the Northamptonshire Rights Equality Council (NREC) campaigns for social justice in Northamptonshire by supporting and representing individual victims of discrimination

and hate, as well as monitoring hate incidents. They raise awareness of the rights of individuals not to experience discrimination and to have their human rights upheld. NREC work in partnership with the statutory agencies and play an important role in helping to prevent and reduce hate, just as many individuals and organisations from the voluntary and community sector across the county do.

7.5 Voice – the Victim & Witness service for Northamptonshire

'Voice' is the new independent service for all victims and witnesses in Northamptonshire. Voice offers a range of practical and emotional support as well as access to therapeutic services, available as and when required. These services help those affected by their experience to cope, recover and thrive.

7.6 Victims' Voice

Following the 2013 'Victims' Voice' report conducted by the OPCC, five recommendations were made in relation to hate. These were:

- Hate crime should be more actively and effectively managed with outcomes which better satisfy the needs of the victims, particularly in the parts of the county where this is identified as a pernicious and ongoing problem
- The police need to consider how longer-term cases of hate-based victimisation are managed, to ensure issues are 'flagged' on systems, investigated and attending officers suitably briefed of the full circumstances.
- Support services for victims of hate crime should be designed to provide long term, quality service that meets their needs, particularly in relation to counselling and confidence-building.
- The police should evaluate the current levels of knowledge and skill across offices and staff in dealing with hate crime and the knowledge of offices and staff in respect of the diversity of their communities.
- The Northamptonshire Police, Crime & Justice Institute, once established, should undertake a research study into the experiences of these victims of hate crime, in order to shape the improvement of future services and response.

7.7 E-cins

The Partnership has invested in a case management system provided by a Community Interest Company called Empowering Communities. This system enables multiple agencies to use one hub for case management and the sharing of intelligence around hate incidents/crime, as well as other areas of community safety work. Security settings can be set by individuals and/or partners entering data and there is a tasking capability that makes partnership working quicker and more transparent. This system is constantly evolving and can be adapted for local use.

The partnership has recruited a temporary E-cins Development Officer to help embed use of the system across Northamptonshire throughout 2016. E-cins is already being used to brief operational case management meetings around ASB and will do so in the same way for cases of hate.

As intelligence is vital to enabling effective early intervention, it must be considered whether e-cins is the appropriate system to capture this. Northants Police are switching to Niche in 2016 as their

primary crime and intelligence system, therefore it should be agreed how intelligence can most effectively be captured across the partnership.

7.8 The Countywide Traveller Unit (CTU)

The CTU became operational in December 2003 following a formal agreement between Northamptonshire County Council, the local Borough and District Councils (not including East Northants Council), Northamptonshire Police, Northamptonshire Chamber of Commerce and Northamptonshire Healthcare NHS Foundation Trust, where each council agreed to delegate its executive functions, in relation to the management of unauthorised encampments, to the CTU. A protocol with Northamptonshire Police allows a common approach to enforcement countywide.

The CTU brings together a specialist multi-disciplinary team to deal with Traveller issues across the County in a co-ordinated and proactive way. The aims of this are:

- To manage unauthorised encampments on public land in accordance with the service standards, implement a common and consistent approach, and ensure application of best practice.
- To reduce the problems associated with encampments by tackling anti-social and unacceptable behaviour.
- To promote awareness of the CTU and its aims and objectives as the single point of contact, providing education and understanding on Traveller issues to the settled, business and Travelling community.
- Provide advice and guidance to private landowners and if requested, initiate legal proceedings at the landowners expense.
- To advise on and support the establishment of permanent and transit sites in line with the recommendations of the current Northamptonshire Gypsy and Traveller Accommodation Assessments (GTAA).
- To provide advice and support on health and social care for Travellers.
- To provide advice and support on education for Travellers.
- To work with partners in other authorities, the voluntary sector, and the Police, to address issues of social exclusion amongst Gypsy and Traveller communities and to encourage reporting and action in respect of 'Hate Crime'.

7.9 The Police conducted some **community consultation** in January 2016 that was attended by over 50 members of the public. This has helped develop this strategy and further consultation through the County Council Engagement Participation Inclusion Team (EPIT) will ensure a level of co-production in the process. The aim will be to have some quality assurance prior to finalising this document and developing the action plan.

7.10 A Threat & Risk Assessment for hate crime in Northamptonshire was conducted and a subsequent report produced by Northants Police in August 2015. The aim of this report was to identify the nature and extent of hate crime in order to assess its threat and risk in Northamptonshire and therefore help develop a more effective strategy to reduce it.

8. Outcomes

The strategy will demonstrate improved outcomes for our:-

Local communities – we will work with victims of hate to identify them earlier, understand their needs and provide efficient and effective services that meet their needs. We will hold perpetrators to account for their behaviour and offer them opportunities to change their behaviour.

Local partner agencies – will be able to understand and have a clear direction on how we support victims of hate including the emphasis on taking action as early as possible and how to deal efficiently with those responsible for hate in their neighbourhoods. Partners need to develop some baseline measures that evidence changes brought about as a result of the strategy.

9. Where do we want to be?

The following aims have been identified to achieve the vision. A delivery plan will be developed from these.

9.1 Prevention & Early Intervention – breaking the cycle

Ensuring a holistic approach to tackling hate which emphasises prevention and changing behaviour. Early intervention must be considered as a core theme throughout all of these objectives.

Early intervention involves taking action as soon as possible to tackle problems that have already emerged, with the aim of preventing them from developing. We want to focus our efforts on preventing hate incidents or tackling them at an early stage, through a number of key activities:

- 9.1.1 We will pro-actively engage communities in an effort to build community cohesion across all races, faiths, disabilities, sexual orientation, gender identities and lifestyles.** Enabling and supporting local communities to develop relationships to gain greater awareness and understanding of different cultures, beliefs, abilities and lifestyles, therefore improving tolerance. Identifying community champions/leaders to work with the partnership and plan events for long term inclusivity.
- 9.1.2 We will provide recreational, sporting and cultural projects to enable positive engagement opportunities to encourage integration.** Activities should be developed locally and in conjunction with potential participants. Local residents and volunteers should be used where possible to help embed activities within communities and sustain engagement through incentivising them to lead or coach groups in their activities.
- 9.1.3 We will work with children and young people (0-19yrs or up to 25yrs with special educational needs), as well as local universities to encourage positive attitudes and behaviour towards all members of the community.** Discouraging discrimination at a young age is essential. Engagement with schools, higher education and youth services through, for example appropriate PSHE curriculum or life skills work is key to building tolerance and develop respectful citizens.
- 9.1.4 We will encourage, support and enable education establishments to accurately record hate incidents, whilst promoting engagement with a countywide accredited anti-bullying scheme.** Schools need to take responsibility for providing an accurate picture of the situation across the county and ensuring they have procedures in place to deal with hate.

- 9.1.5 We will embed restorative practices across our schools and within services.** Restorative practices bring victims and perpetrators together to explore the impact and harm caused by the incident(s) and, when possible, to decide how to repair the harm.
- 9.1.6 We will actively promote and encourage online safety and raise awareness of the impact of cyber bullying.** Many hate incidents and crimes occur online but the impact can be equally as harmful and should therefore be dealt with, with the same level of response.
- 9.1.7 We will consolidate a clear and efficient pathway** from the point of report, through the partnership risk assessment, to consider what level of early intervention is most appropriate. Clearly identified procedures for all partners need to be established, agreed and embedded in line with service standards. Prevention and early intervention require a prompt assessment and response to be effective, therefore a robust partnership pathway is crucial.
- 9.1.8 We will ensure that there are opportunities for voluntary intervention.** Voluntary intervention at an earlier stage is integral to achieving long term behavioural and attitudinal change but must be culturally knowledgeable. Engaging directly with young people and adults willing to understand the impact of their behaviour, can enable them to take responsibility for their actions with support and guidance from professionals. This approach can be more effective, sustainable and should require less resource in the long term. Early voluntary intervention should therefore be seen as a preferred method over reactive enforcement, as illustrated in Figure 1 below.



Figure 1. Intervention Pyramid

- 9.1.9 We will ensure there is a contingency plan that will enable effective intervention in the event of a larger scale hate threat/incident in Northamptonshire.** Partners will work together to ensure that there is a plan in place in case of any events that happen on either the international or national stage that may threaten the safety of our communities. The

plan will address encouraging reporting and enabling effective multiagency work to ensure that those involved and victims are appropriately supported and sanctions are imposed on perpetrators.

We will work closely with community leaders, core multi-agency group/partners and community support workers across the county in various voluntary and statutory organisations to ensure that community tensions are monitored particularly after national and international events. As there tends to be a spike in hate crime incident reporting after such events, communication is key element of a cohesive contingency planning and we must aim to increase community confidence by ensuring a clear, articulate and co-ordinated approach to help tackle exploitive messages, counter myths and misinformation.

9.1.10 We will ensure that all statutory requirements around preventing radicalisation and extremism are adhered to. All local authorities and police have a statutory responsibility to safeguard around the threat of those vulnerable to radicalisation. Those vulnerable to radicalisation and extremism are often basing their syllogism on prejudice, stereotyping, dehumanising, hating and/or potentially harming or committing violent acts against any group defined by reference to race, colour, ethnic or national origins, religion or any other protected characteristic.

We will ensure that all authorities are mindful that the delivery of Prevent initiatives is effective. Historically, some initiatives have had a negative impact on community cohesion, disparately targeting sectors in the community, making them more vulnerable to hate crime and incidents.

9.2 Dealing with perpetrators

Dealing quickly, appropriately and effectively with all perpetrators of hate incidents

We want to deal with perpetrators quickly and in the most effective way to prevent further offending. Identifying appropriate enforcement methods through effective partnership work, whilst offering suitable support to help address the causes of behaviour and enabling long term change.

9.2.1 We will develop processes to ensure that perpetrators are identified and dealt with quicker and more effectively. The vast array of legislation, including the Anti-social Behaviour, Crime & Policing Act (2014), provides the police and other partner agencies with sufficient enforcement tools and powers to deal with all types of hate. These need to be fully understood by all professionals who can use them. Time delays, lack of evidence gathering and miscommunication can enable issues to continue, sometimes unnecessarily. Evidence gathering begins at the point of report through the agency that received it and early intervention methods need to be considered at that point depending on the risk assessment.

9.2.2 We will take a multi-agency approach to dealing with perpetrators. Often a perpetrator is known to more than one agency who may be taking a course of action specific to their service. A more effective and successful approach is likely to be identified when all

services have a complete overview of the individual involved. Services working in isolation can make the impact much worse for the victim and easier for the perpetrator to continue. The use of E-cins can support this significantly.

9.2.3 We will ensure that perpetrators of hate are involved in the development of preventative programmes for those at risk of offending where appropriate.

Diversions activities require local engagement and understanding of the causes. Using those who have previously offended to develop diversionary activities allows them to make a positive contribution to their local area. Incentives such as coaching or leadership awards in sport can be offered through positively influencing and encouraging those at risk of offending to engage.

9.2.4 We will provide opportunities for long term behavioural changes and support those who wish to change their own behaviour through local support agencies.

Identifying and taking advantage of these opportunities will be an important process. A directory of local support agencies should be readily available for this process to be successful and all partners are responsible for contributing to and referring to it. Drug & alcohol services and anger management are an example of the main support services that may need to be available for perpetrators and where appropriate should be considered alongside any enforcement action.

9.2.5 We will introduce the opportunity for hate cases to be discussed at an operational level alongside anti-social behaviour.

The current Anti-social Behaviour Action Groups (ASBAGs) provide the perfect platform for such cases to be discussed, with the appropriate audience across the CSPs. They should both be managed on e-cins, which is now used at the primary briefing tool for partnership operational discussion. Therefore Hate & ASB Action Groups (HASBAGs) could cater much more efficiently with any cross over.

9.2.6 We will look to use national best practise in recognising vulnerability factors research working with academia.

Gaining a better understanding of causal factors and response through social science.

9.3 Pathways of Support for victims and witnesses

Providing appropriate and sufficient support to victims and witnesses whilst identifying support to tackle the causes.

We want to ensure that victims are considered a priority in cases of hate and those who are vulnerable or repeat victims are identified early on. We need to provide appropriate and easily accessible support and information for those who become involved in the criminal justice system.

9.3.1 We will provide a customer focused, responsive service that has a robust approach to assessing the support needs of victims and addressing any safeguarding issues.

- 9.3.2** We will work to a set of common **service standards**, produced and agreed by the partnership strategic group. These will provide guidance to all partners across Northamptonshire to ensure a more consistent and transparent service for victims and witnesses.
- 9.3.3** **We will increase reporting by helping to identify, establish and support third party reporting venues, as well as promoting Keep Safe sites across the county.** As victims of hate may not feel comfortable going outside of their own community, it is important to enable reporting and provide support through local, non-statutory parties in locations and environments that will encourage them to speak up. Although they are not reporting centres, Keep Safe locations play an important role in providing a safe place for those who may be vulnerable and or feel victimised.
- 9.3.4** **We will reflect the community's needs in our service delivery by recording and analysing feedback through satisfaction surveys and other research methods.**

9.4 Communication: Training, Public Awareness & Information Sharing

Having effective partnerships at local level with statutory and other agencies on the sharing of information and tackling hate

We want to provide a seamless partnership service that provides better outcomes for those involved, whilst informing both local residents of and visitors to Northamptonshire, how hate is going to be tackled.

- 9.4.1** **We will ensure that relevant staff, receive appropriate and quality training.** Training is crucial for all partners to increase their knowledge and ability in tackling hate. It is essential that training on the tools and powers within legislation are delivered to all appropriate staff, providing them with the knowledge, understanding and confidence in using them. Consistent, multi-agency training should be delivered across the partnership to ensure uniformity in delivery. Training for staff at the point of report (e.g. call handlers) is vital for them to be able to identify hate, as well as vulnerable and repeat victims correctly and consistently. Case law and best practice are a necessary and important aspect of guidance, requiring frequent updates to be shared county wide through the Strategic Group.
- 9.4.2** **We will raise public awareness of the impact of hate, whilst informing our communities of how to deal with and report it.** A partnership communication plan, led by the Strategic

Group on all community safety issues will enable more powerful messages and promote confidence in our services. We will challenge attitudes and behaviour through the individual and partnership work we promote, reinforcing the message that hate will not be tolerated in our communities.

- 9.4.3 We will ensure that we have sufficient information sharing in place to identify repeat and vulnerable victims and to ensure that data can be routinely analysed and evaluated to inform resource allocation and interventions.** Protecting victims and responding appropriately to perpetrators can only be done through clear and accurate information sharing between partner agencies. This helps to avoid time delays and duplication of work, ensures efficient evidence gathering, identifies any gaps in service delivery, assists with conducting accurate risk assessments, ensures appropriate interventions are put in place for perpetrators, victims and witnesses and prevents unnecessary repeat contact with victims and witnesses. The use of E-cins offers the opportunity for improved information sharing and case management across Northamptonshire as more agencies sign up and make use of the intelligence, case working and task management modules. E-cins should be used as the briefing tool for all HASBAGs, enabling updates, tasking and information sharing to be done in live time. HASBAGs will follow a similar/constant agenda format countywide to ensure consistency in approach and language, as agreed by the Strategic Group. A full list of SPOCs across the agencies will be maintained and accessible.