

Hampshire Police Authority & Hampshire Constabulary

Local Policing Plan 2005/06



Hampshire
POLICE AUTHORITY

*for Hampshire
and the
Isle of Wight*



Foreign Language Version

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Arabic

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Bengali

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Chinese

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Farsi

اگر به ترجمه هر بخشی از این نوشته نیاز دارید، لطفاً با شماره تلفن 01962 871595 تماس بگیرید و اعلام کنید که مایلید کدام قسمت آن به چه زبانی ترجمه شود

Hindi

यदि आप इस दस्तावेज़ के किसी भी विभाग का अनुवाद चाहते हैं, तो कृपया 01962 871595 पर फ़ोन करें और बताइए कि किस भाषा में और किस विभाग का अनुवाद चाहते हैं।

Pashto

که تاسو په دې سند کې د کومې برخې ترجمه غواړه، لطفاً په دې شمیره 01962871595 تلفون اوکړئ د ترجمې ژبه او هغه برخه څرگنده

Polish

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Punjabi

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Russian

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¹ The languages listed have been identified as among the most commonly spoken, after English, within Hampshire and the Isle of Wight. The list was compiled from information gathered from a range of sources, including the Hampshire Constabulary Consultative Group (a group of individuals from minority ethnic groups who advise the Constabulary on the race relations implications of our policies and procedures). Views were also sought from other organisations and various representatives of minority ethnic communities.



*Hampshire Police Authority
& Hampshire Constabulary
Local Policing Plan 2005/06*



Hampshire
POLICE AUTHORITY

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and the
Isle of Wight*

Joint Foreword



Providing effective policing at strategic and operational levels to the diverse communities of Hampshire and the Isle of Wight requires us to strike a pragmatic balance between available resources and public expectations.

Equally our priorities seek to accommodate the needs of local communities with national demands as set out in the National Policing Plan. Naturally, there can be tensions but Hampshire Police Authority and Hampshire Constabulary are determined to deliver a service which successfully overcomes them.

We increasingly utilise a range of resources to deliver our objectives, ranging from traditional warrant card holding regular police officers, to police staff, special constables and Police Community Support Officers (PCSOs). Additionally, several local councils have employed staff who we have been delighted to accredit as Community Support Officers (ACSOs). The challenge is to ensure that these resources are deployed effectively. Our goal, with our partners, is to have as many of them available in the right place at the right time, as is possible.

The level of funding is a continuing concern and there remains a gap between central funding and local needs. The Police Authority has a responsibility to set a budget that provides the Chief Constable with the financial resources needed to continue to provide a high quality policing service. Pre-determined government priorities mean that a proportion of our funding is accounted for before we receive it.

There is a need to supplement central funding with money raised locally through the Police precept to the council tax, which is a balancing act in itself. We are always mindful that too high an increase places unacceptable demands on people's individual personal finances; however too little runs the risk of unfairly limiting what the Constabulary can achieve for the benefit of the people it serves.



Mike Attenborough-Cox
Chair of the
Police Authority



Paul Kernaghan QPM
Chief Constable of Hampshire
Constabulary

Neither statistics nor personal perceptions alone can provide a comprehensive picture of community safety or policing. We recognise the need to seek to deliver a service which objectively delivers against national targets, whilst satisfying more localised priorities.

We do not claim to always get the balance right, but we do the best we can for local communities and we hope the majority of people find the balance acceptable.

Our police officers, police staff and special constables, shortly to be supplemented by PCSOs, continue to provide a highly professional service to the communities of Hampshire and the Isle of Wight. We are extremely proud of them and would like to place on record our appreciation of their commitment to making the two counties safer places in which to live, work and visit.



Introduction

Three-Year Strategic Plan

The Three-Year Strategic Plan is a joint strategy between Hampshire Police Authority and Hampshire Constabulary. It sets out how the Authority and Constabulary will work with the communities of Hampshire and the Isle of Wight, to deliver an effective and efficient policing service over the next three years.

The Strategic Plan is a statutory requirement. In devising this strategy, the Constabulary and Authority must have regard to the National Policing Plan 2005-08, local Crime and Disorder Reduction Partnership strategies, Local Criminal Justice Board strategies and the results of consultation with the community.

The Three-Year Strategic Plan will be updated on an annual basis to ensure that the Constabulary and Authority continue to respond to local needs and also reflect national priorities.

Local Policing Plan

The Local Policing Plan is a joint plan between the Authority and the Constabulary. It is a statutory requirement and includes the Annual Policing Plan and Best Value Performance Plan. It sets out the detail of the Three-Year Strategic Plan as it applies to the forthcoming financial year and lets the communities of Hampshire and the Isle of Wight know how the police will go about addressing their concerns. The Local Policing Plan is a public statement allowing local people and external auditors to judge performance.

In formulating the Local Policing Plan for 2005/06, regard has been taken of the results of community consultation and the Force Strategic Assessment.

Performance Monitoring

Regular monitoring and evaluation at all levels of the organisation is a key element in the overall planning process. Effective monitoring ensures resources are aligned at an organisational level to deliver against strategic objectives and priorities. It ensures activity is directed both short and long term; the achievements are monitored; and the impact on performance is measured. The Constabulary and Authority will monitor the delivery of the Strategy/Policing Plan through robust performance review processes (see Appendix F: Performance Information).

The Policing Performance Assessment Framework (PPAF), which continues to be developed by the Home Office, will support the monitoring of the Strategy/Policing Plan. PPAF allows policing performance to be assessed, objectively, across a range of policing priorities.

Her Majesty's Inspectorate of Constabulary (HMIC), which has the statutory responsibility to inspect all forces and authorities, assesses force-level performance within a more subjective framework. This framework, known as Baseline Assessment, provides forces and authorities with an opportunity to examine their structures and processes, with a view to achieving strategic objectives and priorities. Baseline Assessment, therefore, also supports the delivery and monitoring of the Strategy/Policing Plan.



Local Policing Plan 2005/06

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Statement of Purpose

Role

The members of the Authority represent the voice of the public on policing.

Aim

To secure Hampshire and the Isle of Wight as safe places.

Methods

- To safeguard policing by consent.
- To work with integrity, honesty and openness and perform independently of Hampshire Constabulary.
- To support and challenge the Constabulary, aiming for their continuous improvement.
- To develop and maintain effective partnerships with local authorities, public and private agencies, and stakeholders.
- To guard public interest in policing.
- To ensure the demands and needs of the public are reflected in policing policies.
- To maintain ethical standards in policing.

Accountability

The police are accountable under a three way arrangement to the Police Authority and the Home Secretary. The Police Authority and the Constabulary are also responsible and accountable to the communities of the two counties.

Promoting Equality and Diversity

Hampshire Police Authority has a duty to carry out its functions with due regard to the need to:

- eliminate unlawful discrimination;
- promote equality of opportunity; and
- promote good relations between people of different racial groups.¹

In addition the Authority has two specific duties, which are:

- to prepare and publish a Race Equality Scheme; and
- to monitor employment procedures and practices to ensure the elimination of unlawful discrimination.²

As part of its role in securing an efficient and effective police service, the Police Authority must also ensure that Hampshire Constabulary complies with these same duties.

Hampshire Police Authority seeks to ensure that all communities of Hampshire and the Isle of Wight have trust and confidence in policing.

However, research shows that nationally:

- black people are eight times more likely to be stopped and searched than white people; and
- asian people are three times more likely to be stopped and searched than white people.³

Hampshire Police Authority will be raising community awareness of stop and search rights. It will also monitor and scrutinise stop and search data, review the Race Equality Scheme and consult and engage effectively with the communities of Hampshire and the Isle of Wight.⁴

2 1 The duties of the Race Relations (Amendment) Act 2000
 2 A full copy of Hampshire Police Authority's Race Equality Scheme can be found at www.hantspa.org
 3 Race and Criminal Justice System (Home Office 2002)
 4 Recommendation 63 of the Stephen Lawrence report



Police Authority's Own Objectives

These objectives are set by the Authority for itself.

To ensure policing by consent through effective consultation with the communities of Hampshire and the Isle of Wight

Hampshire Police Authority will:

- consult via its Police Authority Community Consultation (PACC) core groups across the 14 local authority and unitary areas of Hampshire and the Isle of Wight;
- provide effective and innovative forms of community engagement within the resources available;
- challenge the Constabulary on its response to the results of community engagement;
- incorporate local community priorities into the Local Policing Plan;
- feed back results of consultation to partners through Crime and Disorder Reduction Partnerships (CDRPs); and
- endeavour to avoid duplication and consultation fatigue by working to and reviewing annually the Joint Consultation Strategy with Hampshire Constabulary.

Community consultation and engagement are very important to Hampshire Police Authority. By listening to the views of residents from across the two counties the Authority can make sure that policies reflect the services people want.

To challenge the Constabulary to achieve the top quartile in all 'most similar force' (MSF) - performance indicators

Hampshire Police Authority will:

- work with the Local Criminal Justice Board (LCJB) and Crime and Disorder Reduction Partnerships (CDRPs) to ensure that performance targets are aligned and are concentrated on the critical few to reflect Hampshire and Isle of Wight priorities;
- encourage and support the Constabulary to continue to be a high performing force;
- acknowledge good performance and ensure that learning from it is spread throughout the Constabulary;
- hold to account the Chief Constable and senior officers for the performance of the Constabulary through robust questioning and follow up of any poor performance; and
- ensure that Police Authority members linked with local police commanders in the Basic Command Units (BCUs) support and challenge local police performance.

Police performance is judged by a number of different measures agreed by police authorities, the Home Office, and police forces.

Important measures include whether crime is reducing, how well the police solve crime, how quickly police respond to phone calls and incidents and what the public in each police area think about their own police force.

There are many other measures in place. Police forces with a similar number of residents and a similar mixture of cities and rural areas, are grouped together as 'most similar forces' and their scores on the performance measures are compared to each other, as well as to the national targets.



Hampshire Police Authority - Purpose, Functions and Values

Hampshire Constabulary is regularly at the top or in second place amongst its most similar forces and the Police Authority wants to see continued improvement.

The performance measures and scores are published monthly on the Constabulary website and annually by the Home Office, in the Police Authority's Performance Panel papers and minutes.

Working in partnership to improve safety for the communities of Hampshire and the Isle of Wight

Hampshire Police Authority will:

- strengthen partnership working by better engagement with Crime and Disorder Reduction Partnerships (CDRPs);
- strengthen links with Basic Command Unit (BCU) commanders through regular contact;
- encourage community engagement through Police Authority Community Consultation core groups;
- avoid duplication by using the crime and disorder audits to assist with shaping the Local Policing Plan; and
- provide feedback to partners on consultation events held.

Hampshire Police Authority recognises that it can bring a wealth of experience to partnership working and that the Police Authority benefits from the knowledge of other partner agencies. The Police Authority looks forward to building upon existing relationships and forming closer ties with other agencies and organisations throughout the coming year.

About Consultation

Police Authority Community Consultation (PACC)

Community consultation and engagement are very important to Hampshire Police Authority. By listening to the views of residents from across the two counties, the Police Authority can make sure that police policies reflect the services people want.

The Police Authority consults through 14 Police Authority Community Consultation (PACC) groups. PACC groups cover each of the 14 local and unitary authority areas across the two counties. Each PACC group is chaired by an Authority member and includes representatives from our partner organisations. The Authority has benefited from this partnership work and looks forward to building upon the relationship with Crime and Disorder Reduction Partnerships (CDRPs) and police Basic Command Units (BCUs).

Hampshire Police Authority consults with residents from across the two counties regardless of race, gender, age, ability or life style. The 2004/05 consultation programme focused on six groups, which were:

- members of minority ethnic communities;
- users of mental health services who live in the community;
- people who run businesses in the two counties;
- residents aged between 21 and 30;
- people with physical disabilities or with a sensory loss who live in the community; and
- people who use, or who are affected by, facilities or projects that have received Police Authority Crime Prevention Panel grant funding.



The Police Authority’s Community Affairs Panel receives regular reports on consultation. The information gathered from questionnaires and consultation events helps to establish local policing priorities within the local policing plan. The Authority also uses the information to challenge the Constabulary on issues that are important to local communities.

Between April and December 2004 the Police Authority consulted at more than 50 events and received more than 800 completed questionnaires.

The Authority has considered the outcomes of consultation and has identified areas of concern for the communities of Hampshire and the Isle of Wight. These concerns were assessed as part of the Constabulary’s Strategic Assessment in December 2004. This intelligence-based assessment, which forms part of the National Intelligence Model, examines current and emerging issues within the two counties. By inputting the results of community consultation into this process, the Authority can ensure that the key priorities that emerge are based on the views of local people as well as detailed operational analysis. The strategic assessment enables the Constabulary and Authority to identify operational priorities for the forthcoming 6-12 months. Details are outlined in the table below:

Local Concern	Local Objective/Priority
Anti-social use of cars/speeding	Improve road safety, public reassurance
Groups of congregating young people	Reduce the fear of crime and anti-social behaviour, public reassurance
People being drunk or rowdy in public places	Reduce crime and anti-social behaviour, public reassurance
Parking on pavements	Reduce crime and anti-social behaviour, public reassurance
Litter	Reduce crime and anti-social behaviour, public reassurance
Drugs issues	Reduce the fear of crime and anti-social behaviour, class A drugs
Vandalism or graffiti	Reduce crime and anti-social behaviour, public reassurance
Noisy neighbours	Reduce the fear of crime and anti-social behaviour, public reassurance
Young people taunting residents	Reduce crime and anti-social behaviour, public reassurance



Planning Cycle

January

February • Draft the Local Policing Plan and Strategic Plan and gain approval for the budget and Precept.

March • Precept notice sent out

April • The Chief Constable's Strategic Conference
• Review of crime and disorder issues

May

June • Local Policing Plan and Annual Report of Police Authority published
• Control Strategy set from the Force Strategic Assessment[†]

July • Annual Report published by the Chief Constable

August

September

October • The Chief Constable's Strategic Conference

November • Budgetary Planning
• National Priorities issued

December • Draft of Local Policing Plan prepared
• Control Strategy Set from the Force Strategic Assessment[†]

[†] The National Intelligence Model (NIM) is a way of forces across the country gathering and analysing the wealth of intelligence about crime and criminals received on a daily basis. The NIM provides an intelligence-led response to issues and ensures that resources are directed where they are needed most.

The National Intelligence Model Force Strategic Assessment provides a comprehensive overview of key policing challenges in Hampshire and the Isle of Wight. This overview, called the Control Strategy, will shape the Constabulary's response to current crime and help plan ahead for the crime and problems of tomorrow.



Statement of Purpose and Values

Hampshire Constabulary want to make Hampshire and the Isle of Wight safer places in which to live, to work, to visit, to grow up and to grow old.

The Constabulary is committed to upholding the law fairly but firmly; to preventing crime; to pursuing and bringing to justice those who break the law; to keeping the Queen's peace; to protecting, helping and reassuring and to be seen to do all this with integrity, common sense and sound judgement. The Constabulary will ensure that people are treated fairly, regardless of their age, gender, disability, race, colour, ethnic or national origins, sexual orientation or religion. Hampshire Constabulary's policies are designed to not discriminate against any group or individual. The Constabulary will also seek to respond sensitively to any special needs experienced by particular groups.

Hampshire Constabulary will be compassionate, courteous and patient, acting without fear or prejudice to the rights of others. The Constabulary will be professional, calm and restrained in the face of violence and apply only that force which is necessary to accomplish the lawful duty.

The Constabulary will strive to reduce the fears of the public and, so far as possible, reflect their priorities in the actions taken. Any well-founded criticism will be responded to by a willingness to change.

Hampshire Constabulary will strive for continuous improvement in making efficient use of resources and in responding to the needs of the public, all of which will be done in an environmentally sensitive manner.

Policing Hampshire and the Isle of Wight

Hampshire Constabulary serves 1.8 million people across the two counties. The Force provides this police service from 50 police stations. 3792 police officers, 2299 police staff and 370 special constables¹. From April 2005 Hampshire Police Authority will also employ 26 Police Community Support Officers in order to enhance visible policing and reassurance.

In addition to police employees, the Constabulary is supported by 66 Accredited Community Support Officers (see page 15).

Staff are allocated across Hampshire and the Isle of Wight according to a combination of community need and demand.

This year Hampshire Police Authority intends to spend £299.897m to ensure that a high quality police service is maintained for Hampshire and the Isle of Wight.

Appendix G on page 46 outlines in more detail the structure of the policing areas across Hampshire and the Isle of Wight, together with details about how members of the public can contact their local Police Authority member or police commander.

1 These staffing figures are correct as of 1st April 2005



Strategic Objectives

Introduction

Hampshire Police Authority and Hampshire Constabulary value and act upon the views and concerns raised by the residents of the two counties. The results of consultation with the people of Hampshire and the Isle of Wight are incorporated into the strategic planning process and the development of local, three-year objectives.

With these local objectives in mind, the Constabulary uses the National Intelligence Model (NIM) to make intelligence-based assessments about current and emerging issues within the two counties. This strategic assessment enables the Constabulary and Authority to identify operational priorities for the forthcoming 6-12 months.

As well as informing the three-year objectives, the results of community consultation also form part of the NIM intelligence assessment. As a result, local concerns are reflected in the local priorities identified through the NIM.

Throughout this process the Constabulary conducts an ongoing assessment of resources and performance in order to establish what, as an organisation, it needs to do in order to achieve local objectives. By doing this the Constabulary identifies 'organisational' priorities.

In addition to local objectives and priorities, the Home Secretary sets national priorities, which all forces and authorities must reflect in their three-year strategies and local policing plans. The strategic objectives and priorities set by Hampshire Police Authority and Hampshire Constabulary are consistent with these national priorities.

National Policing Priorities

The Home Secretary's national priorities for 2005-08 are to:

- reduce overall crime – including violent and drug-related crime – in line with the Government's Public Service Agreements (PSAs);
- provide a citizen-focused police service, which responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority ethnic communities;
- take action with partners to increase sanction detection rates and target Prolific and other Priority Offenders (PPOs);
- reduce people's concerns about crime, and anti-social behaviour and disorder; and
- combat serious and organised crime, within and across force boundaries.

Local Objectives

Hampshire Police Authority and Hampshire Constabulary appreciate the importance of national priorities and, where relevant to the people of Hampshire and the Isle of Wight, have reflected these in their own three-year objectives.

Hampshire Police Authority, in consultation with the Chief Constable, determine the local objectives for Hampshire Constabulary.

The Local Policing Plan sets out the key priorities for the Authority and the Constabulary based on the aims and objectives set out opposite.



Aim

Working in partnership to improve community safety

Aim

Working in partnership to increase public confidence

Strategic Objectives

Reduce crime and anti-social behaviour

Combat serious and organised crime

Improve road safety

Strategic Objectives

Reduce the fear of crime and anti-social behaviour

Improve citizen focus and customer service

Detect a higher proportion of crime

Hampshire Police Authority three-year strategic aims and objectives

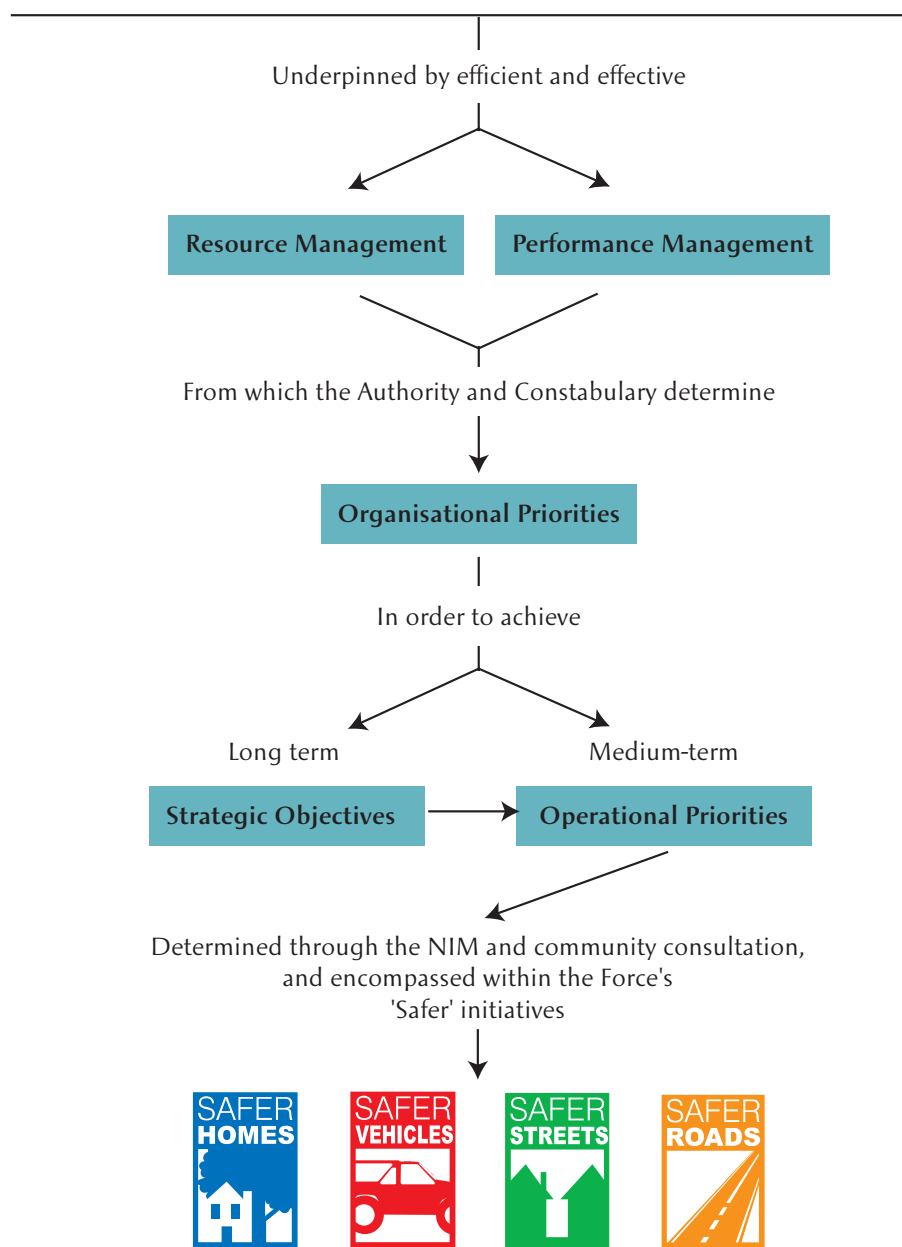


Figure 1.1 Flow chart explaining how Hampshire Police Authority determines local priorities



Aim

Working in partnership to improve community safety

Strategic Objective

Reduce crime and anti-social behaviour

Anti-Social Behaviour Strategy

The Constabulary will update and implement the Safer Streets Anti-Social Behaviour Strategy, which sets out detailed guidance, best practice and tactical options for BCU commanders in delivering improved performance in this area.

The key themes of the strategy include:

- developing and improving the community intelligence available for use;
- consolidating current Constabulary and local practices and procedures;
- working in partnership with national and local agencies to reflect the local communities' concerns;
- tactics aimed at enforcement and support.
- working closely with the Crown Prosecution Service's (CPS) specialist anti-social behaviour prosecutor;
- detailing the wide range of current powers and legislation, identifying legal remedies and tactical options;
- working with licensees and managing the night-time economy;
- ensuring all community safety partnerships have their own distinct anti-social behaviour strategy for 2005/06;
- ensuring a cohesive and inclusive approach in how the Constabulary works with its partner agencies in tackling anti-social behaviour;
- utilising cycle patrol.

- using emergency interim Anti-Social Behaviour Orders (ASBOs) and housing injunctions; and
- a recognition of the specific needs of witnesses and victims of anti-social behaviour.

In addition to the Anti-Social Behaviour Strategy, a specific Constabulary Alcohol Strategy will also be developed during 2004/05. This will focus on addressing alcohol-related violence and will be implemented in 2007.

Crime Strategy

From April 2005, the Constabulary will implement a new Crime Strategy, which sets out minimum standards of investigation and annual delivery plans in relation to the following 'key' crime areas:

- major crime;
- volume crime;
- special priority crime;
- serious and organised crime; and
- terrorism.

As well as setting specific aims and objectives in relation to these crime areas, the strategy will provide the Constabulary with an effective 'toolkit' for tackling crime, with links to appropriate best practice, guidance and legislation.



Children and Young Persons

As part of the Crime Strategy's Special Priority Crime area, the Constabulary will implement a plan for addressing people's concerns surrounding incidents involving children and young people - both as offenders as well as victims/ witnesses.

The focus of activity for 2005/06 will include:

- working with the Youth Offending Team (YOT) to reduce re-offending rates for those given a reprimand or final warning;
- reducing the number of violent crimes in public places;
- alcohol seizure and the reduction of sales to under 18s (in partnership with Trading Standards);
- working with Crime and Disorder Reduction Partnerships (CDRPs) to reduce people's fear of crime, and perceptions of anti social behaviour;
- implementation of Basic Command Unit reassurance strategies;
- improving confidence in the youth justice system and improving the understanding of work with young offenders;
- the Safer Schools Programme;
- referral of children and young people (7-13 years of age) to Youth Inclusion and Support Panels (YISP) as appropriate; and
- assisting partners to facilitate restorative justice opportunities, where appropriate, for victims of youth crime.

Aim

Working in partnership to improve community safety

Strategic Objective

Combat serious and organised crime

Children Act 2004

From April 2005 chief officers will have a duty to ensure that they have regard to the need to safeguard and promote the welfare of children and young people. The police will be core members of Local Safeguarding Children Boards when these are established in April 2006.

The Constabulary will work in partnership with each of the four emerging Children Service Authorities for Hampshire and the Isle of Wight in the implementation of the Children Act 2004. Particular focus will be on the development of the roles and duties of the Constabulary to co-operate as a statutory partner in promoting the wellbeing of children.

Asset Recovery

The Constabulary will continue to drive the use of the Proceeds of Crime Act 2002 by removing the assets of criminals engaged in serious and organised crime. In addition, the Constabulary will disrupt criminality in this area by implementing the recommendations contained within the joint inspectors' report, 'Payback Time'.



Critical Incidents

Over the next year the Constabulary will begin implementing recommendations from an internal report, which was commissioned in response to Her Majesty's Inspectorate of Constabulary (HMIC) report into the Soham inquiry.

The recommendations focus on improving the Constabulary response to critical incidents. The Association of Chief Police Officers (ACPO) have defined critical incidents as 'any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community.'

Implementation of the recommendations will result in a more consistent approach to the management and investigation of such incidents, including clear roles and responsibilities and appropriate staff training.

Serious and Organised Crime Agency (SOCA)

During 2005, the Constabulary will prepare for the arrival of the Serious and Organised Crime Agency (SOCA) which is due to be established in April 2006. The Constabulary will manage the implications of the introduction of SOCA, in terms of identifying the its ability to commit to regional collaboration and increasing specialist capability at cross border level.

Major and Serious Crime Control Strategy

During 2005, the Criminal Investigation Department (CID) will implement a control strategy for major and serious crimes in accordance with the National Intelligence Model (NIM).

This will include prevention strategies in critical crime areas such as domestic murder and racial and homophobic attacks, as well as including links to Multi-Agency Public Protection Arrangements (MAPPAs). The strategy will involve positive intervention as a precursor to offending and a review process by a senior detective in cases of homicide and other major and serious crimes.

Gun Crime

Police forces must take account of the need to tackle gun crime and Hampshire Constabulary is committed to robustly administering the licensing of firearms. This includes reviewing the suitability of any certificate holder who comes to the notice of the police in circumstances which may call in to question their continued suitability to hold firearm or shotgun certificates.



Aim

Working in partnership to improve community safety

Strategic Objective

Improve road safety

Reducing Road Casualties

The Constabulary aims to achieve or better the challenging 10-year target set by the Department for Transport for reducing road casualties, better known as RCR 2010. Work will continue with partners, Basic Command Units (BCUs), neighbouring forces and local communities to identify and implement local solutions to reduce collisions and casualties, with a specific focus upon vulnerable road users.

A good example of this is the 'Bikesafe' initiative. This was one of the driving forces behind the reduction in fatal motorcycle collisions by 70 per cent and serious injury collisions by 25 per cent in 2004.

Safety Camera Partnership

The goal for the Safety Camera Partnership for 2005/06 is to continue to achieve further improvements in both casualty levels and speeding profiles on roads where camera enforcement is used, and to continue to change driver behaviour. This will be achieved through publicity and education activities which remind the public about the dangers of excessive speed and the value of speed limits.

Two new mobile routes will be launched during the year and one additional fixed camera will be installed on an existing mobile route. This will bring the total number of mobile routes operating in Hampshire and the Isle of Wight to 41, and the number of fixed camera sites to 30.

Other Multi-Agency Work

The Constabulary will continue to work in partnership with other groups as part of the Hampshire Strategic Casualty Reduction Partnership which considers the wider aspects of road safety initiatives/projects with the aim of reducing road casualties on the two counties' roads.

The Roads Policing Unit (RPU) Traffic Management Officers will continue to develop casualty reduction opportunities from a multi-agency perspective. These officers work closely with highways engineers in the design of new road schemes and safety audit existing road schemes.

Enhancing Public Confidence and Reassurance

The RPU will work together with BCUs and partner agencies as well as local communities to reduce the fear of crime. This will include reducing anti-social use of the roads and deterring and detecting anti-social road usage through a variety of tactics.



Aim

Working in partnership to improve public confidence

Strategic Objective

Reduce the fear of crime and anti-social behaviour

Sector Policing

Local sector teams will take ownership of local policing issues and engage local communities and partners in solving those problems. Local Sector Inspectors will lead the teams as they work closely with local communities to improve the quality of life across the force area. The continued development of sector policing through 2005/06 will be focussing on the methods by which sector staff engage more fully with their communities.

This will be through local neighbourhood forums and other groups, making use of the Hampshire Constabulary problem solving methodology PRIME (Problem Resolution in a Multi-agency Environment) to address local concerns and develop closer links into the work of the Crime and Disorder Reduction Partnerships (CDRPs). The Constabulary will be exploring the fuller integration of the National Intelligence Model (NIM) into the work of the CDRP and the development of the Multi-Agency Groups (MAGs) and Joint Agency Action Groups (JAAGs).

The Constabulary will also be looking at developing a consistent model for sector staff to be made more aware of the crime reduction and detection targets for their individual sectors. This will enable staff to develop stronger ownership of their sector and enhance their personal performance. A balanced 'score card' is already extensively used across the force to highlight areas of good performance and areas for improvement. This will continue to be used and developed.

Frontline Policing

The Authority has established an action plan to achieve the challenging government requirement to increase the proportion of time spent on frontline policing by nine per cent across the police service.

Increasing the proportion of time spent by police officers and police staff on frontline duties is a key element in increasing the effectiveness of policing in England and Wales.

Hampshire Constabulary is reviewing the burden of bureaucracy throughout the organisation in order to achieve the Government target to increase the proportion of time spent on frontline policing by nine per cent across the police service.

The Frontline Policing Measure Strategy and the Policing Bureaucracy Gateway complement the package of measures to release the equivalent of 12,000 police officers to the frontline by 2007/08, as highlighted in the Home Office Strategic Plan 2004.

Rural Policing

In 2004/05 Hampshire Police Authority received a rural grant of £219,000 from the Government.

A vast majority of this rural policing budget was allocated to the following activities:



- Policing of Hunts;
- Using the seven mobile police stations in remote villages;
- Setting up and maintaining Farm Watch in some areas;
- Setting up rural Pub Watch where thefts from pub car parks was a problem;
- Holding a multi-agency meeting on poaching (and the like) for the benefit of gamekeepers and landowners;
- Operation Cobra, focussing on thefts from cars in rural car parks;
- Operation Winwhistle - public reassurance by high visibility patrols and visits;
- Distribution of shed alarms; and
- Ring-of-Steel and county border check points.

Apart from the policing of hunts, these particular initiatives would not have been possible without the fund. Policing has therefore been enhanced within the rural communities of Hampshire and the Isle of Wight. The improvements achieved as a result of these initiatives are reflected in the Constabulary's performance against the following indicators:

- SPI 1 Improve performance of user satisfaction
- SPI 2 Confidence measures
- SPI 5 Reduction of crime, particularly vehicle crime and burglary
- SPI 10 Reduction in anti-social behaviour and disorder

The Constabulary will receive £219,000 in 2005/06. Again, the focus of attention will be on the activities listed based on the performance indicators above.

Accredited Community Support Officers

Under the Community Safety Accreditation Scheme (CSAS), Accredited Community Support Officers (ACSOs), employed by the County Council and Local Authorities, are empowered by the Chief Constable to enforce certain laws relating to anti-social behaviour. Hampshire County Council currently has 28 ACSOs deployed in the New Forest, Havant, Basingstoke and Gosport, with future plans to seek more accredited powers. The following list shows the current position within Hampshire and the Isle of Wight in relation to ACSOs employed by Local Authorities:

- East Hampshire District Council, Gosport Borough Council, Hart District Council, New Forest District Council and Winchester City Council currently have no ACSOs, with future plans still under consideration;
- Basingstoke and Deane Borough Council, Havant Borough Council and Test Valley Borough Council currently have no ACSOs and future plans do not currently include a CSAS;
- Fareham Borough Council has five ACSOs, with future plans still under consideration;
- Southampton City Council has 15 ACSOs, with future plans still under consideration;
- Portsmouth District Council has 18 ACSOs with future plans to seek more accredited powers; and
- Rushmoor Borough Council currently has no ACSOs, with future plans to seek accreditation for several staff.
- The Vehicle Operator and Services Agency currently has no ACSOs, with future plans to seek accreditation for staff to stop vehicles.



Police Community Support Officers

There will be 26 Police Community Support Officers (PCSOs) working throughout Hampshire from April 2005. The role of the PCSOs will be decided at local level by each Basic Command Unit (BCU). This will follow national guidance on utilising PCSOs effectively for high visibility patrols, tackling anti-social behaviour and engaging with the community.

The PCSOs will be deployed as follows: two within Basingstoke; four each for Central Hampshire and Havant; six each in Portsmouth and Southampton; three within North East Hampshire and one for Fleet Services. (Hampshire will be funding the training and uniform of the PCSO, Fleet Services are funding the post).

Special Constables

2005/06 will see the second year of the Building Capacity Funding. In year one the Constabulary recruited over 110 Special Constables and made a new gain of over 50, although some numbers were lost due to recruitment to full time constable posts.

During 2005/06 the Constabulary will continue to drive recruitment and to seek to enhance retention of Special Constables with a newly created, and currently advertised, post of Special Constables Co-ordinator.

Aim

Working in partnership to improve public confidence

Strategic Objective

Improve citizen focus and customer service

Race Equality Scheme (RES)

Following a review, a new Race Equality Scheme will be implemented from April 2005. This scheme will meet legal standards as well as the expectations of the Commission for Race Equality. The RES will also create a more proactive and comprehensive approach to race equality, including improved community consultation, engagement and organisational performance.

A copy of the Race Equality Scheme can be obtained from the website of Hampshire Constabulary, www.hampshire.police.uk

No Witness No Justice

The 'No Witness No Justice' project aims to increase public confidence and improve the service provided to victims and witnesses.

The Constabulary will work within the Local Criminal Justice Board (LCJB) to achieve the minimum standards of the No Witness No Justice project - which are:

- Portsmouth, Southampton, North Hampshire and Isle of Wight will establish dedicated Witness Care Units to manage victim and witness needs, from point of charge to conclusion of a case.
- Victims and witnesses will be provided with a single point of contact.
- Areas will conduct a full needs assessment for all victims and witnesses.



- All victims and witnesses who have attended court will be provided with the outcome and sentencing information in a timely fashion and thanked for their contribution.
- Areas will increase the frequency of information that is provided to victims and witnesses throughout the life of their case.

Quality of Service Commitment

The Constabulary will start implementation of the Quality of Service Commitment within Hampshire and the Isle of Wight. This commitment is a statement of the minimum standards the public have a right to expect in their contact with police forces. The Constabulary has produced an implementation plan, illustrating how it intends to introduce the commitment. This plan includes actions under the following headings:

- Making it easy for the public to contact us
- Providing a professional and high quality service.
- Dealing with initial enquiries.
- Keeping the public informed of the progress of enquiries.
- Ensuring the public's voice counts.
- Dealing with Victims of Crime according to the Victims' Code of Practice.
- Listening and responding to the public's concerns and complaints.
- Complying with all other formal service commitments such as the Freedom of Information Act and the Data Protection Act.

Communication and citizen focus

The Constabulary has been working on the joined-up themes of citizen focus and communication which are vital to improving the quality of service delivered to the public.

As a result, a Corporate Communication Strategy will be produced, clearly setting out how Hampshire Constabulary should communicate, both internally and externally.

The work will also result in a series of recommendations for improving the citizen focus of the Constabulary. Key aims include:

- ensuring the public are better informed about policing issues in their local area;
- involving communities and citizens in deciding how police resources are used and providing feedback on action taken;
- setting clear standards of the level of service citizens can expect from their local police;
- improving the way the Constabulary deals with victims of crime; and witnesses; and
- letting people know who their local police officer is and who is in charge locally.

Accessibility

Changes to improve public accessibility and contact with the police during 2005/06 include:

- Isle of Wight - refurbishment of six police stations to facilitate better access for wheelchair users and hearing loops for hard of hearing people.
- Hook community police office will be complete around July 2005, when Hartley Wintney will close to the public.
- Portsmouth Central police station will be 24 hour opening from February 14, 2005 with the remaining stations at Southsea, Fratton and Cosham opening from 0700 to 2300.
- Alton now has a mobile police station and a new rural office is about to open in Selborne village hall.



Aim

Working in partnership to improve public confidence

Strategic Objective

Detect a higher proportion of crime

- other local criteria based on the impact of the individuals concerned on their local communities.

This allows Hampshire Constabulary, together with its partners, to identify those individuals who are the most prolific offenders, the most persistently anti-social in their behaviour and those who pose the greatest threat to the safety and confidence of the communities within the two counties.

Statutory Charging Scheme

The Statutory Charging Scheme has been implemented in pilot areas across the country. In these areas, where the Crown Prosecution Service (CPS) have taken over responsibility for charging suspects, conviction rates have risen by 15 per cent. The Constabulary will be looking to implement statutory charging across Hampshire and the Isle of Wight between April and June 2005. This should result in less ineffective trials and more offences being brought to justice across the two counties.

The Constabulary will work with Youth Offending Teams (YOTs), Crime and Disorder Reduction Partnerships (CDRPs), Prisons and the Probation Service to achieve the three strands of the scheme, namely:

- prevent and deter;
- catch and convict; and
- rehabilitate and resettle.

The scheme will be managed by each CDRP with the LCJB having a watching brief. An advisory group has been established for the scheme under the chair of the LCJB. At present 200 PPOs have been initially identified within Hampshire and the Isle of Wight, using the NIM and TCG process.

Prolific and other Priority Offenders (PPOs)

This scheme went live in September 2004. It replaces the Persistent Offender scheme. The new strategy builds on the work done under the existing persistent offender scheme and allows local areas to identify and select offenders using the following criteria:

Prolific and other Priority Offender officers, have been appointed in each BCU to oversee the targeting and monitoring of the scheme.

- the nature and volume of the crimes they are committing;
- the nature and volume of other harm they are causing (ie by virtue of their gang leadership or anti-social behaviour); and

Hate Crime

The Constabulary will develop and implement a corporate framework for monitoring and investigating hate crime.



Hate crime includes any crime where prejudice against an identifiable group of people is a factor in determining who is victimised. These include homophobic, racist and faith-motivated incidents. The Government is currently undertaking a wide-ranging review of the guidance on tackling hate crime.

Professionalising the Investigation Process (PIP)

Hampshire Constabulary is a pathfinder force for this national project which aims to develop the investigation process to enable the police service to deliver more professional, ethical and effective investigation for the policing in the 21st Century.

The process defines the minimum standards of performance expected at varying levels of investigation. By equipping officers with the necessary investigative skills and affording 'accredited' status, the initiative aims to ensure consistency within forces and across the police service.

New training for probationers encompasses PIP so all probationers will achieve Level 1 investigator grading on completion of their probation. The anticipated timescale for national PIP implementation is currently that each Force will undertake a PIP Capability Assessment in September 2005, with roll out to follow shortly afterwards.

A supporting communications strategy will be essential to assisting effective implementation. It is envisaged that PIP will be fully embedded within the Constabulary by April 2006.

Other Priorities

Records Management System (RMS)

From April 2005, the Constabulary will change the way it performs many functions by using a new, comprehensive operational information system. The Records Management System (RMS) will provide key occurrence, performance and resource information in a single application.

The RMS will deliver information, which is readily accessible to staff across a range of activities. This will enable them to provide a high quality service to the communities of Hampshire and the Isle of Wight.



Airwave

During 2005/06 the roll out of the Airwave communication system will continue. The remaining areas left for installation are Winchester, North East Hampshire and Basingstoke. All vehicle installation should be complete by the end of August 2005. Further activity is also ongoing in relation to:

- integrating Altaris (command and control room computer system) with Airwave - to enable texting to and from Altaris and status updating;
- developing the automatic resource location system; and
- developing a voicemail facility connected to Airwave radios.

Automatic Number Plate Recognition Technology (ANPR)

The Constabulary will continue to implement a comprehensive expansion plan in relation to ANPR. Over the coming year progress will be made in relation to:

- installation of fixed site ANPR devices on key strategic roads throughout the Force area to allow accurate monitoring and capture of around 85 per cent of all vehicle movement in and out of the two counties;
- installation of mobile ANPR devices in around half of the Roads Policing Unit fleet;
- provision of stand-alone transportable ANPR devices; and
- installation of fixed ANPR devices at key vulnerable sites throughout the Force area.

National Management Information System (NMIS)

NMIS is an IT solution producing national statistics and analysing performance data, incident figures and crime trends to satisfy the Constabulary's need for a single management information system.

The benefits of NMIS include:

- the ability to link and report on data from disparate information systems;
- connecting inputs (resources) to outputs (activities) and outcomes (results);
- examining activities across the whole range of police business processes;
- identifying and demonstrating efficiency savings, supporting evidence-based decision making;
- proving that a 'Best Value' service is being delivered; and
- conformance to the National Policing Plan 2004/2007 for standard reporting to the Home Office.

NMIS completes functional acceptance in March 2005 but will still require further testing. During the summer 2005 NMIS will be populated with Force crime data, and training of the first wave of staff will commence. Following this, additional implementation, population and testing of the application will be carried out throughout the year.

NMIS is expected to go live in its first phase in Summer of 2005 with successive interfaces until March 2006.



Force Review

In 2004, the Constabulary commenced a major review of Force structure, involving widespread consultation. As part of this the Chief Constable has given broad approval for the reduction in the number of Basic Command Units (BCUs) from ten to six. The newly named Operational Command Units (OCUs) will provide the Constabulary with a better corporate structure and greater capacity to deliver an effective police service to the people of Hampshire and the Isle of Wight.

The Force Review, which will continue into 2005, will also be examining working practices throughout the Constabulary to ensure the organisation achieves the greatest effectiveness and efficiency.

During 2005 the review team will report findings back to the Chief Constable and the Police Authority. In due course detailed proposals for any changes will be developed and timescales for introduction considered.



Figure 1.2 Map of the newly named Operational Command Units (OCU's)



Aim

Working in partnership to improve community safety

Strategic Objectives

Reduce crime and anti-social behaviour

Combat serious and organised crime

Improve road safety

Aim

Working in partnership to increase public confidence

Strategic Objectives

Reduce the fear of crime and anti-social behaviour

Improve citizen focus and customer service

Detect a higher proportion of crime

Hampshire Police Authority three-year strategic aims and objectives

The Constabulary conducts a six-monthly strategic assessment of current and emerging crime and disorder issues within Hampshire and the Isle of Wight. The results of community consultation within the two counties are taken into account as part of this intelligence-based assessment. As a result of the strategic assessment, the

Constabulary and Authority agree a number of key operational priorities for the forthcoming 6-12 months. The Constabulary's 'Safer' initiatives detail how the Authority and Constabulary will tackle these priority areas. The 'Safer' initiatives are discussed in more detail in the following pages.

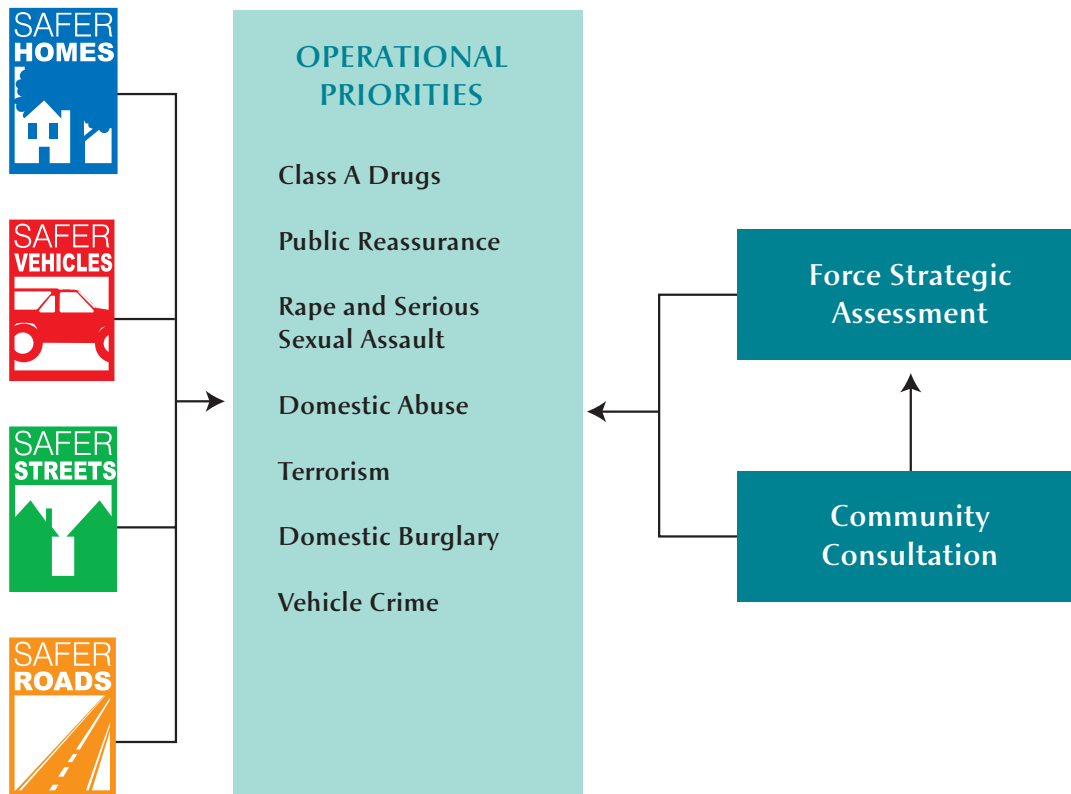


Figure 1.3 How Hampshire Police Authority and Hampshire Constabulary determine local priorities



Class A Drugs

The Hampshire Constabulary Drugs Strategy details the approach that the Force will adopt in its response to the National Drugs Strategy – Tackling Drugs to Build a Better Britain. It also forms an important strand in the Safer Streets initiative, given the clear links between drugs misuse, acquisitive crime and anti-social behaviour.

The focus of the strategy is primarily upon highly addictive and harmful Class A drugs such as Heroin, Cocaine and Crack, as it is these drugs which cause particular disruption to the safety of the community.

The primary objectives of the strategy are to:

- achieve significant reductions in the level of drug-related crime and disorder;
- maximise the disruption of drug markets and trafficking networks;
- minimise the harm caused by drugs to the communities of Hampshire and the Isle of Wight, including drug users themselves; and
- create safer communities within Hampshire and the Isle of Wight.

In order to achieve these objectives, Constabulary priorities for 2005/06 will include:

Enforcement

- High visibility patrolling of drug hot spots.
- Targeting Class A drugs suppliers, importers and distributors.
- Targeting drug misusing offenders as part of the Prolific and other Priority Offender Strategy.
- Targeting drugs networks.

- Increasing the use of the Proceeds of Crime Act legislation to seize assets from offenders involved in drug activity.
- Targeting cross-border offenders.

Prevention

- Working with Drug Action Teams (DATs) and utilising drug referral schemes.
- Working with the media to increase the awareness of the risks associated with drug misuse.
- Promoting the use of CCTV and lighting in vulnerable areas.
- Providing proactive involvement in the policing of licensed premises.
- Providing support for schools to ensure the diversion of young people from drugs misuse.
- Targeting the most active Class A acquisitive offenders, with a view to breaking the cycle of drugs misuse, through Basic Command Unit prolific offender management projects.

Performance Indicators

SPI10c British Crime Survey, perceptions of local drug use/drug dealing

For targets please see Appendix F

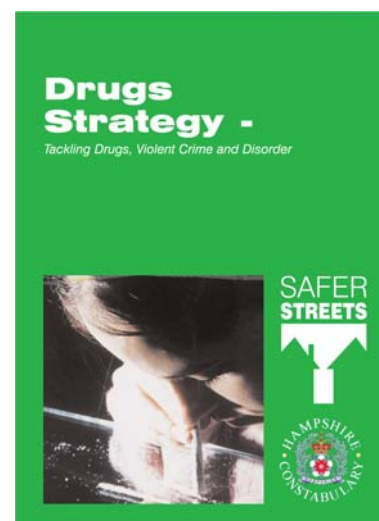


Figure 1.4 Front cover of the Hampshire Constabulary Drugs Strategy, under the Safer Streets initiative



Public Reassurance

The Constabulary's Reassurance Strategy, which forms part of the Safer Streets initiative, seeks to deliver improved performance and greater public reassurance by harnessing the energies of local communities, partners and the police service to address crime, anti-social behaviour and those quality of life issues that contribute to making people feel vulnerable.

In order to achieve this aim, four key objectives have been identified:

- Develop and improve intelligence, data collection and analysis of anti-social behaviour and quality of life issues to allow us to understand problems.
- Work in co-operation with the community and other agencies to reduce crime and anti-social behaviour.
- Improve visibility and accessibility, by using an intelligence led approach, to ensure officers are deployed at times and places where they will have most impact in reassuring the public.
- Maximise the use of relevant legislation in order to tackle effectively anti-social behaviour and quality of life issues.

Priorities for 2005/06 will include:

Enforcement

- Implementing the Constabulary's Anti-Social Behaviour Strategy.
- Ensuring robust policing of incidents involving juveniles.
- Utilising analysis to target Prolific and other Priority Offenders.
- Maintaining high visibility patrols of hot spot areas.
- Encouraging proactive work with partners to deal rapidly with environmental issues.

- Promoting the use of Anti-Social Behaviour Orders (ASBOs) and Acceptable Behaviour Contracts (ABCs).

Prevention

- Working with the media to publicise successful work.
- Engaging with Crime and Disorder Reduction Partnerships (CDRPs) to address environmental factors that affect public reassurance.
- Utilising Neighbourhood Wardens and Accredited Community Support Officers (ACSOs) in hot spot areas.
- Improving contact with, and updating of, victims and witnesses.
- Increasing community engagement to reassure the public.
- Increasing the use of community intelligence to support intelligence-led policing.

Performance Indicators

- SPI 2 Confidence in police
- SPI 3 Fairness and equality
- SPI 4 & 5 Measures of crime level
- SPI 10 Quality of life measure
- SPI 11 Frontline Policing Measure

For targets please see Appendix F

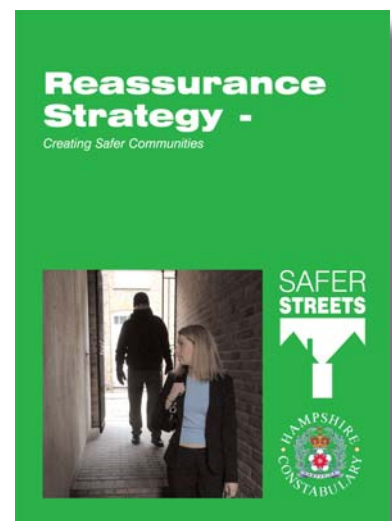


Figure 1.5 Front cover of the Hampshire Constabulary Reassurance Strategy, under the Safer Streets initiative



Violent Crime

Rape and Serious Sexual Assault

Hampshire Constabulary is committed to improving the standards of investigation of sexual offences for all victims by embracing a victim-centered approach.

Priorities for 2005/06 will include:

Enforcement

- Ensuring that Sexual Offences Investigation Trained (SOIT) officers are deployed to all serious sexual offences.
- Deploying high visibility officers to hot spot locations, identified through local analysis.
- Improving effective case management, working in partnership with specialist CPS advisors.
- Ensuring effective Senior Investigating Officer (SIO) leadership and resource allocation on rape investigations.
- Sharing and disseminating of good practice.

Prevention

- Expanding the media campaign to promote awareness of drug-facilitated rape.
- Providing crime prevention advice to schools in relation to underage drinking and sexual offences.
- Maximising the use of the Multi-Agency Protection Panel Arrangements (MAPPA) to manage offenders.
- Ensuring close liaison with the Probation Service regarding the Sex Offender Treatment Programme.

Domestic Abuse

Hampshire Constabulary recognises the need to respond robustly to incidents of domestic abuse and provide support for the victim through a victim-focussed response.

A major part of this will involve implementing the recommendations from the recent Best Value review into domestic abuse.

Priorities for addressing domestic abuse during 2005/06 will also include:

Enforcement

- Ensuring positive action is taken in all cases of domestic abuse.
- Ensuring strict compliance with policies and procedures, together with associated minimum standards of investigation.
- Maximising the use of new legislation regarding powers of arrest for common assault.
- Maximising the use of dedicated, specialist investigators.

Prevention

- Adopting a multi-agency approach to address domestic abuse issues.
- Using media campaigns to inform victims and offenders of domestic abuse about the support available.
- Ensuring the early intervention of Domestic Abuse Co-ordinators to support victims.

Performance Indicators

SPI 8a Percentage of domestic abuse incidents with a power of arrest where an arrest was made related to the incident

For targets please see Appendix F



Terrorism

Hampshire Constabulary recognises this area as an underpinning theme within the National Policing Plan and is fully committed to contributing to the national effort to deal with terrorism.

The Constabulary will maintain a highly effective local Special Branch operation, working in support of the Security Service in all aspects of counter-terrorism.

Prevention and Detection

Hampshire Constabulary will support the national initiative, Operation Rainbow – which is a proactive patrol strategy designed to deter and prevent all terrorist activity. As part of this, priorities for 2005/06 will include:

- the establishment of an Operation Rainbow office within Hampshire;
- the development and use of tactical options across the Force, as determined by the Counter Terrorist Security Group;
- a focus on data collection, with a view to providing readily available counter-terrorist data/information on the Force intranet site to a restricted audience; and
- performance management of counter-terrorist activity.

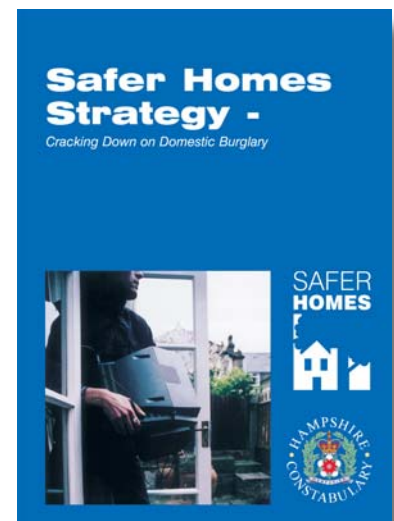
These priorities will facilitate the Constabulary's work with regional partners in achieving long-term goals in relation to counter-terrorism. These include:

- the effective creation of a South East regional cluster with established single points of contact and exchange of information (Hampshire Constabulary will take a lead role in this);
- the establishment of a Regional Security Review Committee;
- continued review and development of counter-terrorist tactical options to make them as relevant and specific as possible to Hampshire and the Isle of Wight;
- the development of local multi-agency partnerships to assist in counter-terrorist activity; and
- development of the Force intranet site to act as a source of reference for staff for counter-terrorist activity.

Performance Indicators

SPI 10 Quality of life

For targets please see Appendix F





Domestic Burglary

The Constabulary's Safer Homes Strategy details how the Constabulary will reduce the level of domestic burglary and make the homes of the residents of Hampshire and the Isle of Wight safer.

The strategy adopts a holistic approach to the problem and views the investigation of domestic burglary as a series of business processes starting from the initial call from the victim through to the final disposal of the case within the criminal justice system.

Having regard to this strategy, which sets out policy and good practice, priorities for 2005/06 will include:

- Engaging with CDRPs to 'design out' crime in vulnerable locations.
- Identifying repeat victims and ensuring action appropriate response.
- Working with Hampshire Trading Standards and Hampshire Bobby Trust to reduce distraction burglary.
- Proactively gathering intelligence information.

Performance Indicators

- SPI 5a Domestic Burglaries per 1,000 population
- F8a Sanction detection rate for domestic burglary

For targets please see Appendix F

Enforcement

- Applying the minimum standards of investigation outlined in the Safer Homes Strategy.
- Targeting and investigating Prolific and other Priority Offenders (PPOs) and their networks.
- Promoting high visibility patrol strategies and the use of ANPR for identified hot spot locations.
- Increasing the effectiveness of house searches following arrests for dishonesty offences.
- Investigating significant cross-border crime series, especially distraction burglaries, and disrupting targets and offenders.

Prevention

- Utilising the Safer Homes media campaign to focus on potential and repeat victims and to highlight crime series.
- Liaising with companies providing crime prevention advice and target-hardening measures.

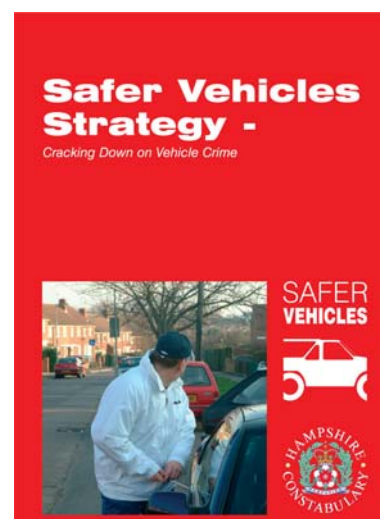


Figure 1.7

Front cover of the Hampshire Constabulary Safer Vehicles Strategy, under the Safer Vehicles initiative



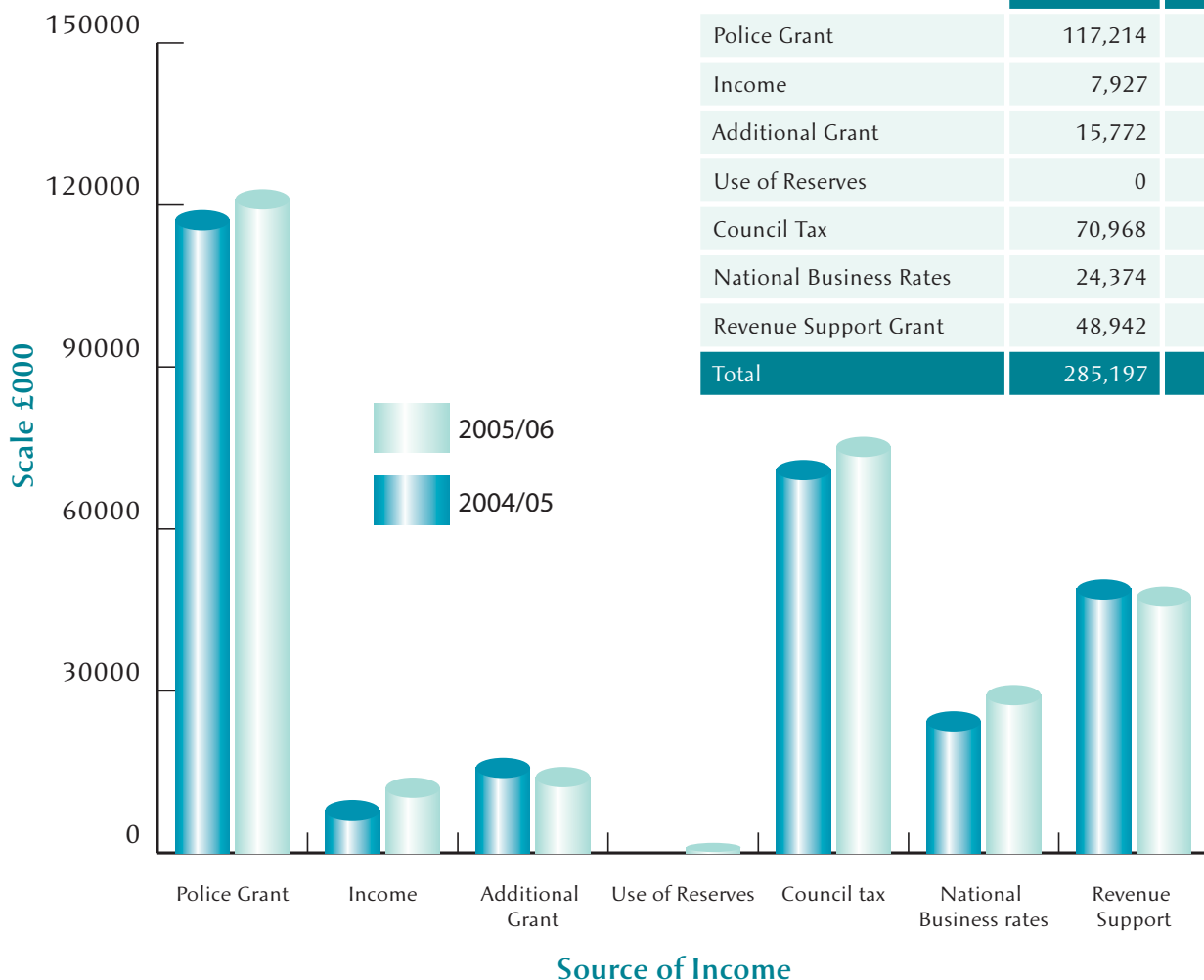
Appendix A

Financial Information

Allocation of resources available

The Police Authority has set a budget to be met from grants, local taxes and other income for 2005/06 which will allow it to incur gross expenditure of £299.9m (2004/05 £285.1m). £12m (2004/05 £7.9m) will come from service income and earned interest on surplus cash. £14m (2004/05 £15.69m) will come from additional government grants, mainly to fund additional police officers, forensic testing and partnership working. £197.68m will come from other central government grants (including the Police Authority's share of the national business rate). The balance of £75.2m will be met from the precept on the billing authorities' collection funds.

The chart compares the relative sources of income for the Police Authority for the financial year 2004/05 and 2005/06.





How the money will be spent

In 2005/06 the revenue requirement will increase by £11.4m to £272.9m, with planned expenditure in the following area:

	Budget 2004/05 £000s	Budget 2005/06 £000s	Change £000s	Change %	Note
Employees and training	196,073	206,187	10,114	5.2	1
Police Pensions	32,593	36,453	3,860	11.8	2
Running costs	51,825	51,919	94	0.2	
Capital financing	750	833	83	11.1	
Provision for inflation	3,956	4,505	549	13.9	
Gross Revenue Expenditure	285,197	299,897	14,700	5.2	
Income	-7,927	-12,018	-4,091	51.6	3
Add grants	-15,772	-14,000	1,772	-11.2	4
Reserves	0	-990	-990	n/a	5
Budget requirement	261,498	272,889	11,391	4.4	

Note 1

The increase assumes a three per cent pay increase for employees (£5.5m). There is provision for the costs of additional employees funded through partnerships for which associated income is receivable (see Note 3). Additional staff are required to implement the new records management information system (RMS). It is expected that there will be a reduction in posts when RMS is implemented and that future efficiencies can be achieved by using RMS. Further staff are required e.g. for training due to the closure of a Government funded national training centre, community safety work and scientific services.

Note 2

More police pensioners and an increase in the average pension.

Note 3

Targets set for increased seizure of criminal's assets and increased cost recovery from the policing of special events. Additional income is available for employees funded through partnerships.

Note 4

Reduction in additional grants available.

Note 5

Use of reserves to reduce impact on council tax.

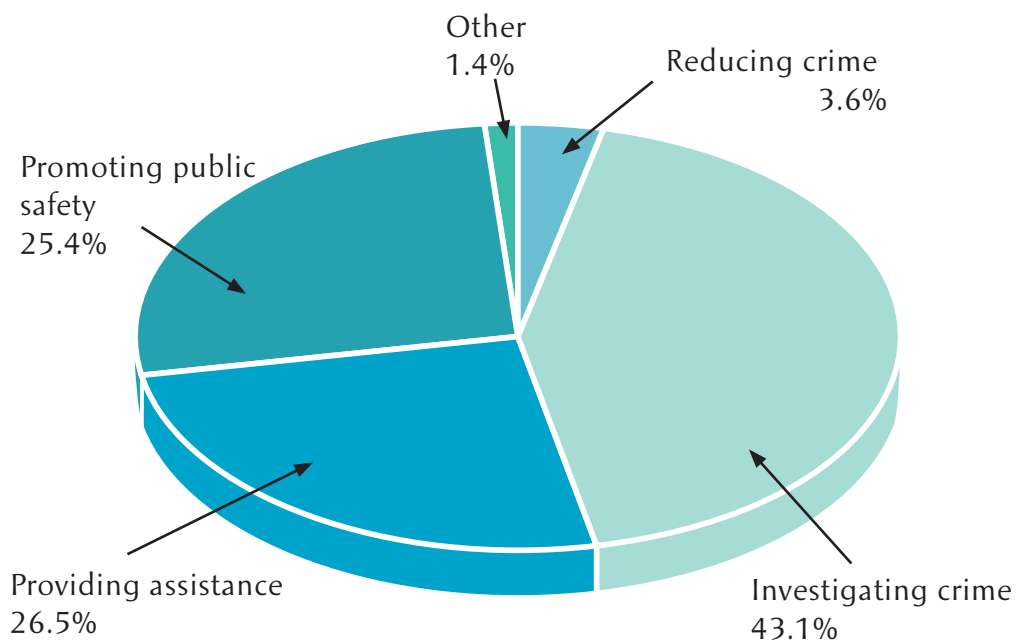


Appendices

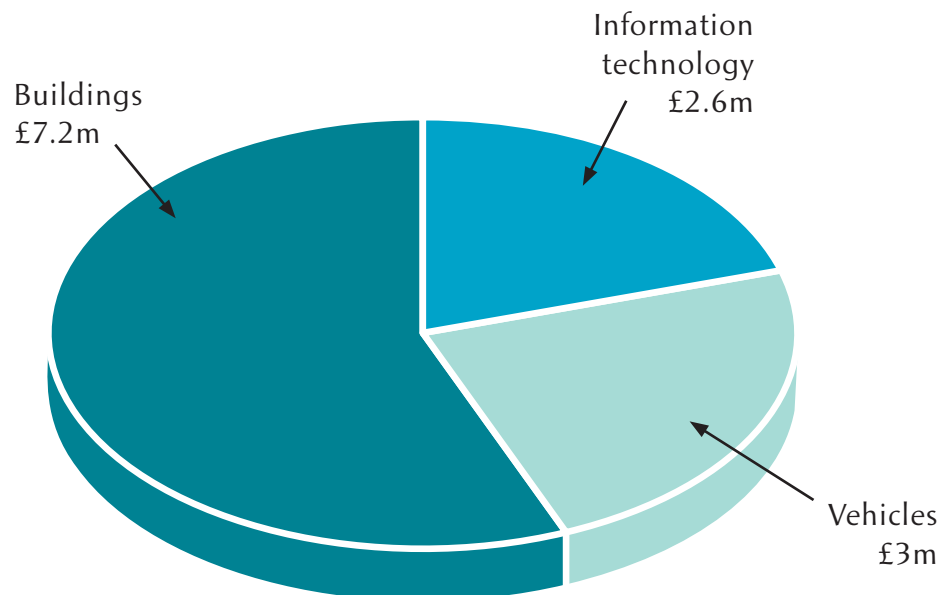
How resources will be spent on police activities in 2005/06

The pie chart below uses the Constabulary's Activity Based Costing data to give an indication of how the 2005/06 budget is planned to be spent across the Home Office Police Performance Assessment Framework (PPAF) domains.

Budget split by policing domains



Capital





In 2005/06 Hampshire Police Authority will invest a further £12.8m in its capital assets. This will be spent on maintaining an up-to-date efficient vehicle fleet, delivering a complete operational information system and enhancing existing police buildings.

2005/06 Estimated Capital Expenditure

The estimated capital expenditure in 2005/06 is £14.8m. Actual capital expenditure in 2004/05 will be known in July 2005.

Medium Term Strategy

The Police Authority considered its medium term strategy for both revenue and capital in October 2004. Updates were given at the February 2005 meeting. This provides a link between the budget process and the ongoing work on the strategic planning process. It also ensures that the Best Value process links in with the spending plans and the strategic planning arrangements.

The Police Authority ensures that its budget recognises the Best Value reviews that have taken place and that are due to take place, providing links to the efficiency plan and activity based costing calculations.

These arrangements comply with the Chartered Institute of Public Finance and Accounting (CIPFA) Prudential Code on forward planning and borrowing.

The Police Authority approved the 2005/06 budget and police precept at its February 2005 meeting. Details are set out in the precept notice sent to all households and on previous pages.

The budget for 2005/06 has increased by 4.4 per cent. This amount includes the impact of the costs of police reform and the new technology required to improve policing performance. The increase has been reduced by identifying £2.8m worth of savings and increasing income targets by £1.3m. In addition, £0.99m has been taken from reserves to reduce the impact on Council Tax.

At £113.76, the Council Tax band at D has increased by £5.40 per annum or 4.98 per cent. The average band D Council Tax police precept in England and Wales is £128.23.

Income generation

The 2005/06 budget sets increased targets for income recovery under the Proceeds of Crime Act 2002. An Income Generation and Sponsorship Board has been established to promote and monitor increased income generation and sponsorship.

Statement on Internal Control

A full Statement on Internal Control will be included within the 2004/05 Statement of Accounts. This will identify the Authority's obligations and objectives, risks to achieving those obligations and objectives, the controls in place to mitigate those risks and evidence to ensure that the controls are working. The Standards Committee will oversee the development of the Statement.

Activity Based Costing

The Home Office has developed an Activity Based Costing database containing data from all forces which was released in February 2005. The Constabulary will use the data to attempt to identify potential efficiencies and savings. The data will also be used to inform the budgeting process.



Efficiency Plan

The Constabulary has prepared an efficiency plan in response to the Home Secretary’s annual requirement to prove year on year savings. Since the inception of efficiency plans forces have had an annual target of two per cent of their net revenue expenditure. This target has now increased to three per cent per year from 2005/06 to 2007/08. Half the gains are to be cashable – for recycling to support policing activity. For 2005/06, three per cent efficiency gains equates to a target of £8.2m:

Summary of initiatives 2005/06

The total of non cashable savings amounted to £7,396,000 which included areas such as ANPR deployment, Neighbourhood Policing Teams, Training department, Force Enquiry Centre and Airwave Business Benefits.

The total cashable savings amounted to £4,796,000 and included areas such as overtime expenditure, uniform budget, computer hardware replacement, new stationery contract and Proceeds of Crime legislation.

This brings the total non cashable and cashable savings for 2005/06 to £12,192,000.

Appendix B

Summary of Personnel Plan

Designated police staff

Under the Police Reform Act 2002, the Chief Constable has conferred police powers on a number of police staff. Among these are 14 Crime Scene Investigators, 12 Vehicle Crime Scene Investigators and four Image Specialists who have been granted powers of search, seizure, sampling and copying.

Force summary 2005/06

	Police and Staff	Police	Police Staff
Operational	3994.76	3468.85	525.91
Operational Support	875.61	225	650.61
Organisational	723	27	696
Total	5593.37	3720.85	1872.52



Police officer actual strength (full-time equivalents)

Rank	March 31, 1995		April 1, 2004		April 1, 2005	
	Male	Female	Male	Female	Male	Female
Constable	2089	413	2206 (35)	687.4 (6)	2139.55 (37)	737.59 (9)
Sergeant	477	25	482.4 (7)	96.4 (1)	479.15 (9)	106.33 (1)
Inspector	147	7	157 (2)	19.7 (1)	169 (2)	19.85
Chief Inspector	45	1	39	5	41	8 (1)
Superintendent	37	0	22	4	24	5
Chief Superintendent	6	0	6	0	8	0
Assistant Chief Constable	3	0	2	0	2	0
Deputy Chief Constable	1	0	1	0	1	0
Chief Constable	1	0	1	0	1	0
Sub total (male/female)	2806	446	2916.4	812.5	2864.7	876.77
Total	3252		3728.9		3741.47	

Numbers in brackets equals the number of Black and Minority Ethnic (BME) officers (no data for 1995)

The staffing figures show police officer and police staff actual strength (the full-time equivalent) including all personnel on temporary ranks, but excluding staff currently seconded out of the force area.

Police staff actual strength (full-time equivalents)

At March 31, 1995		At April 1, 2004		At April 1, 2005 [†]	
Male	Female	Male	Female	Male	Female
		705.5 (8.5)	1184.78 (16.78)	787.8 (14)	1312.29 (21.6)
Not available		1890.28		2100.1	

Numbers in brackets equals the number of Black and Minority Ethnic (BME) police staff



Appendix C

Summary of Training Plan 2005/06

Training Package	Timescales	Target
Objective: Reduce Crime and Anti-Social Behaviour		
Design, develop and deliver an initial training programme for the first intake of Police Community Support Officers (PCSOs).	April 2005	PCSOs by May 2005
Continue to deliver Problem Resolution In Multi-agency Environments (PRIME) training programme for local Beat Officers and other agencies.	2005/06	24 courses
Objective: Combat Serious and Organised Crime		
Deliver Sexual Offences Investigation Trained (SOIT) courses.	2005/06	10 courses
Deliver increased number of Initial Crime Investigator Development Programmes, as part of Professionalising the Investigation Process (PIP), in order to reduce detective constable vacancies	2005/06	6 courses
Ensure detective inspectors and above are trained in all Senior Investigating Officer (SIO) modules as part of the requirements of PIP	2005-08	
Support the implementation of the Schengen Strategy by providing training in the use of the international intelligence system to aid identification and arrest of cross border criminals.	September 2005	Still to be confirmed
Implement VISOR training plan in regard to the tracking and collating of intelligence on violent and sex offenders	August 2005 onwards	Still to be agreed
An E-Learning Chemical Biological Radiological Nuclear (CBRN) package is currently being rolled out to all staff.	Ongoing	Recruits to complete package within 4 months
Deliver major incident training to all inspectors, sergeants and area car drivers subject to local prioritisation.	2005/06	Still to be agreed
Objective: Improve Road Safety		
Full training needs analysis to be conducted on Roads Policing to better meet the needs of staff and improve performance.	2005/06	Still to be agreed
Objective: Improve Citizen Focus and Customer Service		
Current training programmes that support this objective include the Initial Police Learning and Development Programme (IPLDP) and Vulnerable Witness Interviewing.	2005-07	
Objective: Detect a Higher Proportion of Crime		
Develop 5x5x5 E-learning Source Evaluators package.	April 2005	Still to be agreed
Support the implementation of the Automatic Number Plate Recognition strategy by providing 'just in time' work-based training.	April 2005 onwards	Dependent on self funding by BCU
Front line training to deliver crime investigation package in order to improve investigation skills of all operational staff.	April 2005 onwards	



Appendix D

Best Value

Best Value is based on the provision of a performance management framework that will allow assessment and comparison of the way in which the Constabulary works. While financial savings may result, it is not the main objective. The emphasis is on producing a quality of service, at an appropriate cost, which balances the expectations of everyone from local communities to the Home Secretary.

The Police Authority reviews its services by subjecting them to what has become known as the '4 Cs'. That is: Consult, Challenge, Compare and Compete. To ensure that all the ways of providing a service are fully considered the Authority also subjects services and functions under review to a 5th 'C': Collaboration.

The Best Value Review Programme

Hampshire Police Authority has adopted a risk assessment based approach to programming Best Value Reviews that is specifically tailored to meet the needs of the Authority, Hampshire Constabulary and the public. Consequently the Best Value Review Programme is itself reviewed annually to take into account changes in priorities and other strategic drivers.

A new programme of reviews commenced in April 2004 with domestic abuse as the first area under scrutiny. The review programme has continued to run using the annual review process previously outlined with the next area to be reviewed being procurement. This review will commence in April 2005.

A Review Scrutiny Board has been established that comprises of the Chair of the Police Authority Performance Panel, the Chief Constable, the Clerk to the Police Authority, the Director of Finance and a senior manager not directly involved in the review. The Board approves the review proposals for each review and also assesses and challenges the results and action plans arising from the review, before recommending the final action plan to the Police Authority for approval.

During 2004/05 the Audit Commission recommended that the Review Scrutiny Board should receive more in-depth progress updates and that they should be able to approve the implementation of interim recommendations in order to accelerate the progress of service improvements. This recommendation has been fully implemented with the ability to approve interim recommendations having already been exploited by the review of domestic abuse.

These action plans are monitored on a quarterly basis by the Police Authority Performance Panel until every action recorded on the plan for a review has been completed.

Each action plan has an outcome section to give stakeholders a clear understanding of the desired effect of the recommendation and how both the implementation and outcome can be measured. There is also a clear indication against each action that will contribute to National, Police Authority or Constabulary priorities. Financial implications are also indicated in these action plans by showing whether any costs are actual or opportunity and whether any savings are cashable or non-cashable. There is also an indication as to whether costs and savings are one-off or year on year.



Recommendations contained on these action plans are also subject to a priority rating system (high, medium or low) and associated risks attached to implementing recommendations are also identified within these plans. There is also an assessment of the likelihood of predicted outputs and benefits being achieved.

Completed Best Value Reviews and Associated Recommendations

Since the publication of last year's Annual Policing Plan the Best Value review of domestic abuse has been concluded. A synopsis of the approach to the five Cs and of the key recommendations for this review is shown below.

Hampshire Police Authority is fully aware of the requirement to abide by codes of practice on workforce matters under Best Value. This is important when contracting-out services that involve the transfer of staff (Transfer of Undertakings Regulations 1981, protection of employment) from the Authority to a service provider.

The overall challenge element identified that the Constabulary had no structured way of dealing with incidents of domestic abuse and that each BCU had developed its own structure which was dependent on local objectives and priorities.

Initial consultation was carried out with Police Officers, Police Staff, survivors of domestic abuse, perpetrators of domestic abuse, the Crown Prosecution Service, Women's Refuges, MPs and members of the Hampshire and Isle of Wight Domestic Violence Forum.

Elements of competition and collaboration were not specifically examined as they were not suitable or able to be assessed for their competitiveness. However it became evident that there is a wealth of experience with the voluntary sector that was under-utilised and under-funded.

Comparison was made with 16 of the top 30 graded forces in England and Wales and with Hampshire's most similar family of forces. This was conducted by means of a benchmarking questionnaire that examined policy, how incidents were dealt with, staff and structure, performance and information exchange with other agencies.

The key recommendations of the review were:

- The quality of service received by callers reporting incidents of domestic abuse should be improved and enhanced;
- An awareness campaign aimed primarily at frontline staff and custody officers should be held to clarify the wider definition of domestic abuse and the requirements of 'positive action';
- A formalised procedure for the investigation of domestic incidents is to be developed that provides a standard approach to investigation, recording, positive action, quality control and compliance with policy;
- The Constabulary will encourage CDRPs, Domestic Violence forums and other partnerships to make bids to Government Office for the South East (GOSE) to provide resources for victims to seek protection, intervention and safety measures;
- Risk assessment models will be developed using good practice identified in other Forces; and
- BCUs will conform to a standard structure which will be centrally co-ordinated by the Community Safety Department.



Appendix E

Audits and Inspections

Her Majesty's Inspectorate of Constabulary (HMIC)

Her Majesty's Inspectorate of Constabulary (HMIC) is tasked with promoting the efficiency and effectiveness of policing in England, Wales and Northern Ireland to ensure:

- agreed standards are achieved and maintained;
- good practice is spread; and
- performance is improved.

HMIC are involved in an ongoing programme of police inspection activity nationally. Their activity within Hampshire over the past 12 months is summarised overleaf.

Baseline Assessment

Baseline is a new approach to performance assessment, still very much under development. It is born out of a desire to assess forces' implementation of the Government's Police Reform Programme. Policing is divided into 27 key areas and objectives. Quantitative performance data is combined with professional judgement of the quality of the processes which underpin it. In most areas a grade is awarded ('excellent', 'good', 'fair' or 'poor').

As a result of HMIC's latest assessment, published in October 2004, the Constabulary received mainly 'good' and 'fair' grades. Notably, HMIC awarded an 'excellent' for Forensic Management. The Constabulary did not receive any 'poor' grades.

Any assessment provides the Authority and Constabulary with an opportunity to reflect on performance and to make changes which will lead to improvements in the service provided to the communities of Hampshire and the Isle of Wight.

The Authority and Constabulary have responded to the Baseline Assessment by identifying and implementing work which will improve that service delivery. Much of the development work is around central police reform issues such as the embedding of a robust performance management culture across all areas of policing and increasing citizen focus.

The next Baseline Assessment is due in October 2005 and HMIC promise improvements in the assessment process. The Authority and Constabulary welcome this and hope future assessments will be accurate reflections of the service we provide.

The latest Baseline report can be read in full at <http://www.homeoffice.gov.uk/hmic/hantsbaseline1004.pdf>

Basic Command Unit (BCU) Inspections

There have been three BCU inspections during the last twelve months - Central Hampshire BCU, North East Hampshire BCU, New Forest BCU. The final report from the New Forest BCU inspection will not be available until June 2005.



Appendices

Central Hampshire BCU

Central Hampshire was inspected in May 2004. In what was a very positive report HMIC recognised much good practice and made just three main recommendations. These concerned improved partnership working, increased proactive capability, and the BCU's management arrangements for hate crime and domestic violence. Each of these recommendations has been acted on and changes have been made which address the points raised.

North East Hampshire BCU

North East Hampshire was inspected in September 2004. Their report, which also recognised good practices, made five main recommendations. These included clearer and more robust management arrangements within the senior management team itself and specifically in relation to performance, crime allocation and investigation, and use of the National Intelligence Model. HMIC also suggested that the BCU should develop an integrated strategy for managing demand. The BCU again accepts these findings, has taken action and is looking forward to the HMIC follow-up visit when it can demonstrate the improvements that have been made.

HMIC Best Value Review Inspection – Personnel

In March 2004, HMIC published its inspection report in relation to the Personnel Best Value Review and made the following recommendations:

- Her Majesty's Inspector recommends that the processes by which the Police Authority receives, agrees and monitors the progress of BVRs are reviewed in order to make them more timely.
- Her Majesty's Inspector recommends that where the Constabulary considers it infeasible to progress elements of the implementation plan, these are discharged and the decision and rationale recorded.

Both recommendations have been actioned. The Authority now has a process in place whereby interim recommendations of BVRs can be implemented prior to the end of a review if all parties agree. This provides scope to instigate actions sooner where there is clearly no reason to delay.



HMIC Best Value Review Joint Inspection – Air Support

During 2004 HMIC conducted a joint inspection of Air Support within Hampshire, Dorset and Sussex.

The recommendations for Hampshire were:

- A structured way of managing change in the Air Support Unit (ASU) should be introduced to supersede reliance on the BVR improvement plan.
- A small pool of reserve observers from the Operations Department should be selected and trained
- Further consideration should be given to providing the staff necessary to increase the operational hours of the ASU.

The ASU are working with colleagues to develop a more structured approach to change management.

The other recommendations relating to reserve observers and extra posts are not being progressed at present due to other resource priorities.

Audit Commission

The Audit Commission is an independent body responsible for ensuring that public money is used economically, efficiently and effectively.

The Annual Audit Letter to Hampshire Police Authority summarises the conclusions from the 2003/04 annual audits and reporting back on any significant issues. The table below summarises the key findings, together with the action planned to address these.

‘Your arrangements for financial aspects of corporate governance remain sound. Good progress has been made during the year to update financial regulations, restore revenue reserves and implement the Prudential Code for capital finance. Some individual areas for attention remain;’

Comments by Auditor	Response
‘More needs to be done to develop your governance framework to support the annual statement of internal control.’	‘A corporate governance working group including Authority and Constabulary representatives, headed by the DCC, has been formed to report to the Standards Committee on issues of corporate governance, including the Statement on Internal Control.’
‘Links between your Annual Policing Plan and funding need strengthening.’	‘The Annual Policing Plan will outline the proposed allocation of resources and, as far as possible, the projected costs of meeting national and local priorities.’
‘Risk management arrangements need developing’	‘The Authority and Constabulary will devise and implement a risk management strategy.’
‘The standards committee needs to take a more active role within the Authority’s governance framework.’	‘The Standards Committee’s terms of reference has been updated to include responsibility for corporate governance.’



Appendix F

Performance Information

Measuring Performance

Methods for measuring police performance are complex and can be difficult to understand for those who are unfamiliar with the new methods. For this reason, the Home Office has developed the Policing Performance Assessment Framework (PPAF).

The Policing Performance Assessment Framework (PPAF)

PPAF measures, introduced in April 2004, are intended to be an effective and fair way of measuring and comparing strategic performance in policing across the full range of policing responsibilities. PPAF focuses on force and Basic Command Unit (BCU) performance.

Six core domains, each covering an area of policing activity have been developed. These core domains are:

- Citizen focus;
- Reducing crime;
- Investigating crime;
- Promoting public safety;
- Providing assistance; and
- Resource use.

Within each domain are various performance indicators. By continuing to develop PPAF the Home Office intends to ensure that performance against both national and local priorities are fully reflected across these indicators.

Performance in 2004/05¹

Performance in 2004/05 will be assessed against the Policing Performance Assessment Framework (PPAF). The latest performance monitor charts show the performance of the Force on 13 indicators across the range of police activity. These performance monitors are a powerful way of representing, in a single diagram, the relative performance of each force against its 'most similar forces' (MSFs) which are determined by a range of demographic, socio-economic and geographical factors, strongly correlated with levels of crime.

During 2004/05 Hampshire Constabulary has improved performance on the levels of domestic burglary (with the lowest level since 1974) and vehicle crime (with the lowest level since 1981) and is still first in the MSF family, with both measures showing a decrease in crimes from last year.

Overall detections are up and sickness absence for both police officers and police staff have decreased by three per cent.

Overall recorded crime has decreased by three per cent with a 2.1 per cent increase in violent crime – however some of this increase is attributed to the National Crime Recording Standard (NCRS) introduced in 2002/03.

The number of traffic collisions involving death or serious injury is showing approximately a 17 per cent decrease from 2003/04 in traffic collisions involving death or serious injury.

The number of 999 calls answered within ten seconds and emergency calls attended within 15 minutes are ahead of their 90 per cent target.

¹ This section, which includes an assessment of current performance based upon projected out-turn data will be updated in the Police Authority's Annual Report – published in June 2005.



Statutory Performance Indicators (SPIs)

SPIs developed for 2005/06 are set out on the following pages. However, the following points should be noted:

- A number of indicators are new or revised and there is no historical data for them.
- The Constabulary is required to set realistic and challenging targets for burglary and vehicle crime and has chosen to set similarly challenging targets for other key indicators.
- The performance tables on the following pages show how Hampshire Constabulary has performed in comparison with other forces. 'Family Average' refers to the average result across the Constabulary's 'most similar forces'. This allows like-with-like comparison. The family group, which is subject to change, is set by the Home Office and is currently Essex, Kent, Thames Valley, Bedfordshire, Leicestershire, Avon and Somerset and Northamptonshire.



Appendices

Performance Indicator	Performance Measurement	Achieved	Family Average	2004/05		Target
		2003/04	2003/04	Target	Achieved	2005/06
USER SATISFACTION – Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to: <i>Key = i) completely or very satisfied, ii) completely, very or fairly satisfied</i>						
SPI 1(a)	Making contact with the police.	No historical data (NHD)	NHD	No Target Set (NTS)	i) 69% ii) 87%	i) >70% ii) >89%
SPI 1(b)	Action taken by the police.	NHD	NHD	NTS	i) 59% ii) 76%	i) >62% ii) >78%
SPI 1(c)	Being kept informed of progress.	NHD	NHD	NTS	i) 42% ii) 58%	i) >50% ii) >70%
SPI 1(d)	Their treatment by staff.	NHD	NHD	NTS	i) 73% ii) 87%	i) >75% ii) >89%
SPI 1(e)	The overall service provided.	NHD	NHD	NTS	i) 57% ii) 76%	i) >65% ii) >84%
CONFIDENCE						
SPI 2	Using the British Crime Survey, the percentage of people who think their local police do a good job.	52%	49%	NTS	53%	>55%
FAIRNESS, EQUALITY AND DIVERSITY <i>Key = i) completely or very satisfied, ii) completely, very or fairly satisfied</i>						
SPI 3(a)	Satisfaction of victims of racist incidents with respect to overall service provided.	NHD	NHD	NTS	i) 60% ii) 75%	i) >62% ii) >76%
SPI 3(b)	Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided.	NHD	NHD	NTS	White i) 57% ii) 76% Minority Ethnic i) 55% ii) 74%	Equality between groups
SPI 3(c)	Percentage of PACE searches which lead to arrest by ethnicity of the person searched.	White 11% Minority Ethnic 15%	White 12% Minority Ethnic 13%	NTS	White 10% Minority Ethnic 15%	White 15% Minority Ethnic 15%



Performance Indicator	Performance Measurement	Achieved	Family Average	2004/05		Target
		2003/04	2003/04	Target	Achieved	2005/06
FAIRNESS, EQUALITY AND DIVERSITY						
Key = i) completely or very satisfied, ii) completely, very or fairly satisfied						
SPI 3(d)	Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim.	i) White 53% ii) Minority Ethnic 47%	No data	NTS	i) White 49% ii) Minority Ethnic 42%	Equality between groups
SPI 3(e)	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population.	2.2%	No data	NTS	3.3%	>3%
SPI 3(f)	Ratio of officers from minority ethnic groups resigning to white officer resignations.	1.4%	No data	NTS	0%	Equality between groups
SPI 3(g)	Percentage of female police officers compared to the overall force strength.	22%	No data	NTS	23.5%	>24%
CRIME LEVEL						
SPI 4(a)	Using the British Crime Survey, the risk of personal crime.	8	7.3	NTS		7.3
SPI 4(b)	Using the British Crime Survey, the risk of household crime.	21	19.8	NTS		19.2
SPI 5(a)	Domestic burglaries per 1,000 households.*	9.4	14.3	<9.0	7.3	<7.2
SPI 5(b)	Violent crime per 1,000 population.*	21.5	18.3	<22.5	23.3	<20.1
SPI 5(c)	Robberies per 1,000 population.*	0.59	1.1	<0.52	0.53	<0.51
SPI 5(d)	Vehicle crime per 1,000 population.*	11.6	15.1	<10.8	9.2	<9.2
SPI 5(e)	Life threatening crime and gun crime per 1,000 population.	0.15	No data	NTS	0.18	To be determined (TBD)

* Also intended as a community safety indicator shared with local authorities



Appendices

Performance Indicator	Performance Measurement	Achieved	Family Average	2004/05		Target
		2003/04	2003/04	Target	Achieved	2005/06
OFFENCES BROUGHT TO JUSTICE						
SPI 6(a)	Number of offences brought to justice.	33307	No data	>34577	34866	>33899
SPI 6(b)	Percentage of offences brought to justice.	18.7%	No data	>19.2%	19.5%	21%
SANCTION DETECTIONS						
SPI 7(a)	Percentage of notifiable offences resulting in a sanction detection.	21.5%	18.6%	>24%	22.8%	>25%
DOMESTIC ABUSE						
SPI 8(a)	Percentage of domestic abuse incidents with a power of arrest where an arrest was made related to the incident.	46%	47%	>50%	46%	>50%
TRAFFIC						
SPI 9(a)	i) Number of people killed or seriously injured in road traffic collisions* ii) per 100 million vehicle km travelled.	i) 1180 ii) 6.6	No data	i) <1130 ii) <6.3	i) 1002 ii) <5.6	i) <1080 ii) <6.0
QUALITY OF LIFE						
SPI 10(a)	Using the British Crime Survey, fear of crime. a) Domestic burglary b) Vehicle crime c) Violent crime	a) 10.0 b) 11.5 c) 11.0	a) 11.3 b) 12.9 c) 13.4	NTS	a) 9.5 b) 11.4 c) 12.1	a) <9 b) <11 c) <11
SPI 10(b)	Using the British Crime Survey, perceptions of anti-social behaviour.	18.5	15.4	NTS	18.4	<17

* Also intended as a community safety indicator shared with local authorities



Performance Indicator	Performance Measurement	Achieved	Family Average	2004/05		Target
		2003/04	2003/04	Target	Achieved	2005/06
QUALITY OF LIFE						
SPI10(c)	Using the British Crime Survey, perceptions of local drug use/drug dealing.	NHD	NHD	NTS	No data	TBD
FRONTLINE POLICING						
11(a)	Percentage of police officer time spent on frontline duties.	64.2%	64.4%	65.2%	66.6%	66.3%
RESOURCE USE						
12(a)	Delivery of cashable and non-cashable efficiency targets.	Yes	No data	Yes	Yes	Yes
13(a)	Average number of working hours lost per annum due to sickness per police officer.	79.2 hours (8.8 days)	86.4 hours (9.6 days)	<72 hours (<8 days)	75.6 hours (8.4 days)	<72 hours (<8 days)
13(b)	Average number of working hours lost per annum due to sickness per police staff member.	66 hours (8.8 days)	78.7 hours (10.5 days)	<60 hours (<8 days)	62.3 hours (8.3 days)	<60 hours (<8 days)
LOCAL PERFORMANCE INDICATORS						
F1 and F2	a) All crimes per 1000 population and b) Overall detection rate.	a) 99.8 b) 27%	a) 100.0 b) 24%	NTS	a) 96 b) 28%	a) <93 B) >28%
F3	Percentage of 999 calls answered within 10 seconds.	90%	89%	>90%	92%	>90%
F4	Percentage of emergency calls attended within 15 minutes.	94%	No data	>90%	93%	>90%
F5	Achieve the recruiting target for the year and be fully staffed at year end.	Yes	Not relevant	>3740	3748	Yes
F6	Homicide detection rate.	83%	No data	100%	76%	100%
F7	Reduce the number of BCS comparator crimes over 3 years.	105392	No data	NTS	99274	<96063
F8	Sanction detection rate for a) Domestic burglary b) Violent crime c) Robbery d) Vehicle crime	a) 18.0% b) 34.1% c) 23.2% d) 10.5%	a) 14.6% b) 31.1% c) 18.4% d) 9.1%	a) >20% b) >40% c) >25% d) >12%	a) 26% b) 36% c) 30% d) 10%	a) >22% b) >45% c) >26% d) >13%



Appendix G

Hampshire Police Authority Structure and Membership

Members

In accordance with the Police Act 1996, Hampshire Police Authority has 17 members. They are nine councillor members, five independent members and three magistrate members. Terms of office are for four years. The membership of the Police Authority as at April 1, 2005 is as follows:

Councillor members

Councillor members are appointed by a joint committee, which is independent of the Police Authority and consists of seven people from Isle of Wight Council, Portsmouth City Council, Southampton City Council and Hampshire County Council. The Committee must ensure that the political balance amongst the councillor members on the Authority reflects the political proportionality of the four councils taken as a whole.

Michael Andrewes

53 Mafeking Road, Portsmouth,
Hampshire PO4 9BG
Tel: 02392 861055

Adrian Collett

47 Globe Farm Lane, Darby Green, Blackwater,
Hampshire GU17 0DY
Tel: 01252 873786

David Gillett

7 Diana Close, Emsworth,
Hampshire PO10 7UQ
Tel: 01243 378315

Phil Heath

26 Primrose Gardens, Hatch Warren,
Basingstoke, Hampshire RG22 4UZ
Tel: 07966 362160 (mobile)

Peter Mason

6 Hack Drive, Colden Common, Winchester,
Hampshire SO21 1UF
Tel: 01962 712834

Jacqui Rayment (Vice Chair)

67 Jessamine Road, Shirley,
Southampton SO16 6AJ
Tel: 023 8034 4421

Margaret Snaith

25 Kingston Road, Gosport,
Hampshire PO12 3LJ
Tel: 023 9251 1453

Diana Tuson

Solent View, 1 Nettlestone Hill,
Seaview, Isle of Wight PO34 5DL
Tel: 01983 614401

Sean Woodward

8 Persian Drive, Whiteley,
Fareham, Hampshire PO15 7BJ
Tel: 01489 881030



Independent members

Independent members are appointed following a process that begins with adverts being placed in newspapers circulating across the two counties. A selection panel, which is independent of the Authority and comprises three people (one nominated by the Home Secretary, one by the Police Authority and one nominated by the other two members of the panel), then consider the applications received and send a list of names to the Home Secretary. The Home Secretary returns a shortlist to the Authority from which the councillor and magistrate members ultimately appoint to the vacancies.

Ruth Atkinson

18 The Bartletts, Hamble-le-Rice,
Southampton SO31 4RP
Tel: 023 8045 6678

Mike Attenborough-Cox (Chair)

Brackenwood, Oxdrove, Burghclere,
Hampshire RG20 9JS
Tel: 01635 278379

Richard Gully

4 Sandpipers, Old Seaview Lane, Seaview,
Isle of Wight PO34 5EJ
Tel: 01983 563388

Ray Palmer

'Ty Rhiw', Stakes Hill Road, Waterlooville,
Hampshire PO7 7BD
Tel: 023 9264 1340

Robert Purkiss

c/o Hampshire Police Authority
Westgate Chambers, Staple Gardens,
Winchester SO23 8AW
Tel: 01962 871595

Magistrate members

Magistrate members are appointed to the Authority through a process administered by the Magistrates' Courts' Committee for Hampshire and the Isle of Wight.

Mr G.M. King BEM JP

9 Rye Dale, Ashurst, Southampton,
Hampshire, SO40 7DQ
Tel: 023 8029 2794

Mr M. B. Knott JP

29 Randall Road, Chandler's Ford,
Hampshire, SO53 5AT
Tel: 01962 871595

Mrs Frances Hoare

Tangier House, Wootton St Lawrence,
Basingstoke, Hampshire, RG23 8PH
Tel: 01256 780240

Members of the Police Authority attend other local and national meetings and events to represent the Police Authority and the interests of the communities of the two counties.

The Authority appoints what is known as a 'link' member to each of the Crime and Disorder Reduction Partnerships (CDRPs) and police Basic Command Units (BCUs). Link members are responsible for maintaining contact with that partnership or BCU to promote joint working in making communities safer and for representing the role and purpose of the Police Authority.



Appendices

Support

Hampshire Police Authority is assisted by a team of advisors and administrators who provide specialist support to the Authority and its Panels.

Peter Robertson	Clerk
Sharon Jackson	Deputy Clerk
Jon Pittam	Treasurer
Lou Parker	Community Consultation Officer
Caroline Vagg	Communications Officer
Sue Wade	Performance Management Officer
Barrie Saunders	Crime Prevention Consultant
Jean Snowsill	Senior Administrative Officer
Alex Holtby	Administrative Officer
Caroline Donaldson	Administrative Officer
Clive Harris	Administrative Assistant

Meeting Structure

The majority of Hampshire Police Authority meetings are held in open session, therefore the public are welcome to attend. A list of meeting dates can be found on the calendar page of the Police Authority’s website, www.hantspa.org or requested from the Police Authority office (see contact details on page 56)

There are eleven types of meetings:

- Hampshire Police Authority[†]
- Community Affairs Panel[†]
- Chief Officer Appointment Panel *ad hoc basis*
- Crime Prevention Panel[†]
- Complaints and Professional Standards Panel[†]
- Financial Affairs Panel[†]
- Informal Policy Group
- IT Panel[†]
- Performance Panel[†]
- Personnel Panel[†]
- Standards Committee[†]

[†] These Hampshire Police authority meetings are held in open session



Publications

All Hampshire Police Authority documents are published on the website www.hantspa.org; However some paper copies are available, on request from the Police Authority office, for those without internet access. Printed copies are also supplied to Hampshire libraries and citizens' advice bureau (CAB) offices.

Five documents are published each year by Hampshire Police Authority and Hampshire Constabulary these are:

- [Three-year Strategy Plan 2005-08](#) This is a statutory requirement which outlines the aims and objectives both the Hampshire Police Authority and Hampshire Constabulary plan to adhere to for the next three year period. *Published in April 2005.*
- [Local Policing Plan 2005/06](#) This is a statutory requirement which includes the Best Value Performance Plan and the Annual Policing Plan for 2005/06. It sets out the detail of the three-year Strategy Plan as it applies to the forthcoming financial year. *Published in April 2005.*
- [Hampshire Police Authority Annual Report 2004/05](#) This is a statutory requirement which includes an assessment of the extent to which, during that year, proposals have been implemented and things have been done, in accordance with the three year strategy plan and the local policing plan issued for that year. *Published June 2005.*
- [Hampshire Constabulary Annual Report 2004/05](#) This is a statutory requirement and is a general report by the Chief Constable on the policing during that year of the area. *Published June 2005.*
- [Statement of Accounts 2004/05](#) This is a statutory requirement and summarises the income, expenditure and financial standing of the Police Authority. *Published June 2005.*



Contact Details

Hampshire Police Authority

Westgate Chambers
Staple Gardens
Winchester
Hampshire SO23 8AW
Tel: 01962 871595
Fax: 01962 851697
Email: office@hantspa.org
Web: www.hantspa.org

Hampshire Constabulary

Strategic Planning Team
Police Headquarters
West Hill, Winchester
Hampshire, S022 5DB
Tel: 01962 871211
Fax: 01962 871186
Email: strategic.planning@hampshire.pnn.police.uk
Web: www.hampshire.police.uk

Southern Support and Training Headquarters

Hamble Lane, Hamble
Southampton, Hampshire
SO31 4TS
Tel: 0845 045 45 45

Chief Officers

Tel: 0845 045 45 45

- Chief Constable: P. R. Kernaghan, Q.P.M.
- Deputy Chief Constable: I.R. Readhead
- Assistant Chief Constable Specialist Operations: S. Watts
- Assistant Chief Constable Territorial Operations: S. Cole
- Director of Finance: Mr. M. Coombes
- Director of Personnel: Mrs M. Adamson

Basic Command Units



The diagram above illustrates the current operational policing areas known as Basic Command Units (BCU) within Hampshire and the Isle of Wight. Each BCU is under the command of either a Superintendent or Chief Superintendent who is responsible for delivering the policing service in their area.

Basic Command Units (BCUs)

Tel: 0845 045 45 45

Basingstoke

BCU Commander Supt. P. Netherton
London Road, Basingstoke, RG21 4AD.

North East Hampshire

BCU Commander Supt. G. Apps
Wellington Avenue, Aldershot, GU11 1NZ

West Hampshire

BCU Commander Supt. A. Wakefield,
Leigh Road, Eastleigh, SO50 9DG.

Figure 1.8 Operational Policing Areas within Hampshire and the Isle of Wight



Central Hampshire

BCU Commander Supt. R. Rose
North Walls, Winchester, SO23 8DW

Solent East

BCU Commander Supt. G. Haycock
Quay Street, Fareham, Hants, PO16 ONA.

Havant

BCU Commander Supt. M. Chatterton
Swiss Road, Waterlooville PO7 7FX.

Southampton

BCU Commander Chief Supt. P. Stickler
Civic Centre, Southampton, SO14 7LG

New Forest

BCU Commander Supt. B. Talbot
Pikes Hill, Lyndhurst, SO43 7NR.

Portsmouth

BCU Commander Chief Supt. D. Clacher
Kingston Crescent, Portsmouth, PO2 8BU

Isle of Wight

BCU Commander Supt. S. Morgan
High Street, Newport,
Isle of Wight, PO30 1SZ.

Other Useful Contacts

Phone 999 only if...
Offenders are nearby
Life is at risk
Injury is caused or threatened
Crime and disorder are in progress
Everything else, phone 0845 045 45 45

Crimestoppers

Tel: 0800 555111
Web: www.crimestoppers-uk.org
Call anonymously if you have information relating to any crime anywhere in the UK.

Victim Support

Tel: 0845 3030900
Web: www.victimsupport.com
Victim support offers free and confidential advice to people affected by crime.

Recruitment of Police Officers, Special Constables or members of Police Staff

The Hampshire Constabulary website www.hampshire.police.uk contains a variety of information on the application process and pre-requisites needed to join the organisation.

Eligibility can be checked by completing a self selection questionnaire online at: www.policecouldyou.co.uk

Once eligibility has been established, applications can be completed on the Force website. Alternatively to receive an application form by post, please contact the Recruiting Department on 0800 0280 222 or email: recruiting@hampshire.pnn.police.uk

Central Ticket Office

PO Box 112, Winchester
Tel: 01962 871268

Emergency Text Service (SMS) for the deaf and speech impaired

Text: 80999, with information such as:

What? What is the problem.

Which? Need Police/Fire Rescue/
Ambulance/Coastguard.

Where? Give name of road and town.

Reporting non-urgent crime

The reporting of non-urgent crime is available online at: www.online.police.uk



Glossary

ABC	Acceptable Behaviour Contract	CRTP	Competency-Related Threshold Payment
ACC SO	Assistant Chief Constable (Special Operations)	CSAS	Community Safety Accreditation Scheme
ACPO	Association of Chief Police Officers	CSO	Community Support Officers
ACSO	Accredited Community Support Officer	CT	Counter Terrorist
ANPR	Automatic Number Plate Recognition	DAT	Drug Action Team
APA	Association of Police Authorities	DC	Detective Constable
ASBO	Anti-Social Behaviour Order	DCC	Deputy Chief Constable
ASU	Air Support Unit	DI	Detective Inspector
BCU	Basic Command Unit	EDEC	Equality and Diversity in Employment Committee
BME	Black and Minority Ethnic	EDRMS	Electronic Document Record Management System
BVR	Best Value Review	FPN	Fixed Penalty Notice
CBRN	Chemical Biological Radiological and Nuclear	GOSE	Government Office for the South East
CCRP	Community Crime Reduction Partnership	HMIC	Her Majesty's Inspectorate of Constabulary
CCTV	Closed Circuit Television	HQ	Headquarters
CDO	Custody Detention Officer	IT	Information Technology
CDRP	Crime and Disorder Reduction Partnership	LCJB	Local Criminal Justice Board
CID	Criminal Investigation Department	MAPPA	Multi-Agency Public Protection Arrangements
CIPFA	Chartered Institute of Public Finance and Accounting	MSF	Most Similar Force
CPS	Crown Prosecution Service	NAFIS	National Automated Fingerprint Identification System



NCALT	National Centre for Applied Learning Technology	REFLEX	Government multi-agency taskforce for tackling organised immigration crime
NCPE	National Centre for Policing Excellence	RES	Race Equality Scheme
NCRS	National Crime Recording Standard	RMS	Records Management System
NIM	National Intelligence Model	RPU	Roads Policing Unit
NMIS	National Management Information System	SEO	Station Enquiry Officer
NSIR	National Standard for Incident Recording	SOCA	Serious and Organised Crime Agency
PACC	Police Authority Community Consultation	SOIT	Sexual Offences Investigation Trained
PACE	Police and Criminal Evidence Act 1984	SPI	Statutory Performance Indicators
PCSO	Police Community Support Officer	SPP	Special Priority Payment
PIP	Professionalising Investigation Process	TAM	Terrorism and Allied Matters Committee
PPAF	Policing Performance Assessment Framework	TCG	Tasking and Co-ordinating Group
PPOS	Prolific and other Priority Offender Scheme	TPSG	Training Practitioner Support Group
PRIME	Problem Resolution In Multi-agency Environment	VISOR	Violent Sexual Offenders Register
PSA	Public Service Agreement	YISP	Youth Inclusion and Support Panels
PSU	Policing Standards Unit	YOT	Youth Offending Team
REACH	Rape, Examination, Advice, Counselling, Help	5x5x5	Method of evaluation of intelligence submissions

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