

Policing Plan 2011 - 2014

How will the budget cuts affect my local police?

How are the police tackling anti-social behaviour in my street?

How will the police keep me informed?



Welcome

Welcome to our policing plan for Hampshire, the Isle of Wight, Portsmouth and Southampton. This is a three year plan which is reviewed and updated annually.

The progress of the policing plan will be led by the chief constable through an internal delivery plan. Our targets (due to be published by June 30, 2011) will be monitored by the Force Performance Review Group and the Hampshire Police Authority Performance Review Committee.

If you would like more information on any of the points shown in this plan, or would like to make a comment on the content of the plan, please call our Service Delivery department on 0845 045 45 45 or email service.delivery@hampshire.pnn.police.uk

This document has been assessed as having a low equality impact. The equality impact assessment document can be viewed in full at: [Equality impact assessments](#)

If you require any part of this document in Braille, large print, or another language please contact Hampshire Police Authority on 01962 871595 or by email police.authority@hampshire.pnn.police.uk

A low-angle photograph of the Southampton Central Police Station. The building features a prominent brick base and a modern upper section with a large glass facade and a white architectural frame. A blue sign with white text and a crest is mounted on the brick wall.

 SOUTHAMPTON CENTRAL
POLICE STATION

Foreword



Alex Marshall,
Chief Constable of Hampshire Constabulary

This policing plan continues with the priorities we have addressed over recent years. I am delighted that for the third year in a row crime has gone down and we have caught more criminals. When I became chief constable in 2008, local people told me what they wanted from Hampshire Constabulary. As a result, we have consistently focused on reducing crime, striving to provide an excellent service and catching criminals and managing offenders. We look to protect the people of Hampshire and the Isle of Wight and put additional effort into protecting the most vulnerable.

The main request from local people has always been for me to place as many officers as possible out in local communities. Our neighbourhood policing teams are out in every part of Hampshire and the Isle of Wight to work with you in solving issues of crime and anti-social behaviour.

The backdrop to these priorities over the coming year will be the need to make unprecedented savings in our budget. We are redesigning and reshaping the organisation to ensure we remain strong and stay within our reduced funding. We will need to make savings in many areas; these will include building costs, centralising some of our functions, collaborating with other forces and, where necessary, looking into outsourcing. We will have fewer senior managers and we will reorganise our policing structures to focus on local delivery.

Throughout the next 12 months, I undertake to preserve the total number of police officers and police community support officers in neighbourhood teams, the police officers who provide the 24-hour emergency response and the detectives who investigate local crime. I will ensure that despite the cuts we will not increase the workload of those who work in our public protection units.

The police authority will hold me to account to deliver against the priorities described in this annual plan.

Alex Marshall



**Councillor Jacqui Rayment,
Chair of Hampshire Police Authority**

The Hampshire Police Authority and constabulary have a joint responsibility to provide an effective, efficient and high quality policing service for the people of Hampshire and the Isle of Wight. This policing plan outlines how we are going to achieve this between 2011 and 2014, and is divided into six priorities.

The well-publicised reduction in budgets presents a challenge, but we, the authority, have made similar challenges to the officers of the constabulary for many years, enabling it to be already one of the lowest cost police forces in the country. Although the spending review covers a four-year period, we aim to deliver the required savings by 2012/13 and to be a high performing force with low costs by 2014.

Continuing the challenge, we have undertaken a review of the constabulary. We feel that our plans to ensure that we continue to provide a high quality service to the public at the lowest possible cost are among the best in the country. The authority is determined to make the difficult decisions necessary despite the fact that the government plans to significantly change how the police service is governed. We will provide the support and guidance as well as ensuring that targets are met for as long as the authority continues.

Throughout the year, we consult with thousands of people from Hampshire and the Isle of Wight, along with local authorities and other agencies, either directly at events across the two counties or with representatives from organisations that speak on behalf of residents, businesses and visitors. The priorities are based around the latest crime statistics and what people expect from their police service when preventing crime, detecting offences and supporting victims after the event.

The authority closely monitors how Hampshire Constabulary is performing against these priorities in meetings that are open to the public. On behalf of the authority, I would like to thank everyone who has given their views about policing in the past year.

The next few years will be challenging for everyone, and a number of difficult decisions will have to be made resulting in changes to the way Hampshire Constabulary works. However, under the command of Chief Constable Alex Marshall and his team of senior officers and staff, the authority is confident that Hampshire Constabulary will maintain its position as one of the best- performing forces in the country and continue to deliver the excellent service that the people of our two counties expect. Over the coming years we look forward to the public sharing our level of confidence in Hampshire Constabulary.

A handwritten signature in black ink, appearing to be 'J. Rayment', written in a cursive style.

Introduction

In our last policing plan we set out how we would make our counties and cities safer places. Since that time budget restrictions have led us to look closely at how we can continue to achieve this.

The loss of 20 per cent of central funding to policing - more than £40m in the constabulary's case - means we must review what we do and how in order to re-shape the constabulary. While doing so we have prioritised our neighbourhood teams, officers responding to emergency calls and our detectives working locally, which we will continue to protect. We are determined to improve further on the reduction in crime over recent years and improve the service we provide to local people. We aim to catch more criminals and work with others to turn offenders away from crime. We aim to offer the best possible protection to those we serve – with an additional focus on the most vulnerable.

Our Priorities

We have developed our policing priorities from extensive [public and internal consultation](#) and our own assessments about current and emerging local and national issues.

We have recognised that we are entering a period of significant change and that it is important to maintain stability where we can; as a consequence our priorities remain as last year:

- **Providing an excellent service**
- **An active presence in every neighbourhood**
- **Catching criminals and managing offenders**
- **Protecting our communities from crime and harm**
- **Making the most of our resources**
- **Equipping our team to deliver**

Our ongoing consultation with you has helped us identify the problems you want us to work on to make your communities safer. There were significantly fewer reports of vandalism and anti-social behaviour last year, and overall crime has fallen further. Our ambition is to continue to reduce the number of people who suffer the consequences of crime and anti-social behaviour.

The contribution of our Community Safety Partnerships in your policing area has been significant in shaping and carrying out our policing plan. In establishing our priorities we have taken into account their priorities and requirements.





Values

We aim to secure the trust and confidence of our communities by demonstrating our core values and upholding the highest standards.

In everything we do, we **CARE**:

Common sense and sound judgement

Act with integrity, courage and compassion

Respect people and keep our promises

Experiences are used to learn and improve

Fairness and Equality

As an organisation we strive to ensure fairness and equality both as an employer and in the services we provide. When employing new staff we look to select the best people from all sections of society in our aim to represent the communities we serve.

Our Vision

To be one of the best police forces in key performance areas and among the lowest in cost. A combination of low cost and high achievement will make us one of the best value-for-money police forces in the country.

Focus for this year

We will build on the strong performance and tight financial controls of the past two years. Over the next five years it is our aim to be a top performing force in the key performance areas of preventing crime, protection from harm and victim satisfaction.

We will target the individuals who cause the greatest harm or pose the highest risk to our communities and vulnerable people. We will respond to changes in the political, economic and demographic environment that will occur over the next few years. We will build an organisation flexible enough to respond quickly to these changes and strong enough to maintain and improve the service we give to you.

We aim to develop policing to a position where we provide services to meet your individual needs. We will provide policing focused on what is needed by your communities based on what you tell us your needs and expectations are. We will adapt our communication methods to make the widest use of technology to contact you and seek your opinions.

Our targets and performance measures can be found at Appendix 1 (to be published by June 30, 2011).



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Providing an excellent service

One of our goals is to further increase your satisfaction in how we deal with reports of crime and disorder. We believe accessible, visible and responsive policing is fundamental to your safety. Keeping you informed, providing useful information and dealing with dissatisfaction are also what we seek to achieve.

This year we will continue to look at the ways you can use to contact us and that we will use to respond to you. We will review, research and define the expectations you have from policing and how we meet those expectations. Specifically we will look at our call handling, front offices and our web interface. We will improve the amount and quality of the information we supply to inform you of what is being achieved in your communities.

Particular focus will be:

- providing you with the option of [online crime and incident reporting](#)
- increasing the number of people who are satisfied on the services we provide
- providing you with real time online information about the crimes and incidents happening in your street.

Our [Your Voice Counts](#) scheme invites you to submit your views on our service, and is also used to help set local community priorities. Leaflets are available in police stations and online.





An active presence in every neighbourhood

Local policing

We believe that we should build our police service from the local level upwards. Headed by a senior police leader, every neighbourhood will have access to locally based police community support officers (PCSOs), police officers, Special constables and police staff who are visible and responsive to local needs.

In order to meet the range of demands placed on us, by April 2012 we will have reorganised our policing areas. See Appendix 4 (to be published by June 30, 2011). This will enable us to make the savings we need while protecting local services.

We will continue to work with our partners in community safety to provide a high quality service at the lowest possible cost.

Anti-social behaviour

Our aim to reduce anti-social behaviour was strengthened during the summer when we ran a campaign to deal with the offenders and locations where disorder was prevalent. Staff from across our organisation worked together and with partners in community safety to achieve this. The result of this campaign was a significant reduction in rowdy and inconsiderate behaviour, vehicle-

related nuisance and vandalism.

This year we will further improve how we deal with disorder in your communities as identified by Her Majesty's Inspectorate of Constabulary in the report [Stop the Rot](#).

Particular focus will be:

- reducing the amount of anti social-behaviour
- making sure that we do things that work now rather than relying on what has worked in the past
- reorganising our local policing teams to provide policing services to you in a way which is relevant to your communities.

For more information on how to contact, and meet with, your local Safer Neighbourhoods team, or to become a volunteer, please visit your local police station, call 101 or visit our [website](#).



Catching criminals and managing offenders

Crime investigation

Improved training for our enquiry centre staff will enable them to undertake an early investigation to ensure any lines of enquiry are followed up. Having identified those crimes that require further investigation, we will ensure they go to the right people with the right skills.

We are already successful at solving crime and especially the more serious crimes such as murder and manslaughter. We will focus on solving more volume crime such as vehicle crime and burglary.

Custody and criminal justice

We will give officers the confidence to listen and respond to the views of victims on how offenders should be dealt with. We will encourage the resolution of minor matters quickly in a variety of ways within the community, increasing the time available for officers to patrol the streets.

We have reviewed our custody process and will make changes in the way we work to ensure our centres provide the most efficient environment for effective criminal investigations. These changes will first be tested in the new custody centre in Southampton before being used across our organisation. We will work with our partners to get the right offenders dealt with through the courts and will ensure a fair result for others who may not need such a formal and costly course of action.

Particular focus will be:

- deal more quickly and efficiently with offenders by increasing our use of community resolution.

Domestic abuse

Violence and abuse within the home can cause great harm and suffering. We are committed to supporting victims and preventing offences from happening. We will deal effectively with the violent people who harm those closest to them.

This year we will improve how we allocate crimes to the best person to make an arrest and find the best resolution as quickly as possible.

We will continue to focus on violent crime and to target drug and alcohol-related offences. We will relentlessly pursue those who present the greatest risk of serious harm to the public.

Working with partners, we will co-ordinate and lead violent crime and alcohol enforcement operations in our towns and cities.

We will aim to prevent murder and serious assaults through early intervention and partnership work to protect vulnerable victims. We will manage the behaviour of and pursue offenders through the multi-agency panels set up to achieve this.

Particular focus will be:

- catching and prosecuting violent criminals who commit offences against the vulnerable, within the home or against those they are closest to

- working with our partners to tackle violence associated with public drinking by robust use of licensing powers and prompt action against offenders.

Acquisitive crime

We will continue to target those who persistently steal and use all of our available powers to take away the profits of crime. We will deliver a more effective service for the victims of crime and focus on persistent offenders linked to local drugs networks.

We recognise that different crime types affect different communities. For example, the concerns of those living in our towns and cities may not be reflected in the concerns of those who live in the more rural areas. We will focus our efforts on what is relevant to your community.

This year we will further improve training and supervision of staff and streamline our investigative processes to make them more effective.

Particular focus will be:

- ensuring that consistent methods are used across our organisation to catch more criminals who steal the property of others.

Transient dealers

Recognised for causing harm in your communities are those criminals who come into our towns and cities with the sole purpose of selling drugs to the residents. This has the effect of increasing crime generally and making your neighbourhoods less safe.

This year we will continue to identify, arrest and take before the courts those criminals who offend in this way.

Particular focus will be:

- arresting, disrupting and taking the property from criminals who sell drugs, with particular emphasis on those who use violence to do so
- reducing the number of offences committed and to be among the 10 best performing forces in the country. See Appendix 1 for our targets.



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Protecting our communities from crime and harm

Since policing began, one of the main objectives has been to stop crime happening; this still remains our aim.

We are working even harder to prevent criminals who live in your communities from committing offences and causing harm.

A key priority for the police is to ensure that we deal effectively with terrorism, serious crime and other major challenges to public safety within our community. These services and departments are often described as protective services and we have significantly developed them as summarised below.

We are more prepared than ever to deal with terrorism and will work in partnership with other agencies to reduce the likelihood of radicalisation of individuals or groups who may otherwise become involved in terrorist activity.

In order to respond to the threat of criminal use of weapons, we have a Tactical Firearms Support Unit. We will continue to use this unit to reduce the risk of serious injuries through enforcement and education.

We will work closely with major crime teams from across the region to further improve our investigative processes. We will co-ordinate with the Hampshire witness care units to ensure that we deliver a high level of service to people who are witnesses to homicide and other serious crimes.

We will work closely with our partner agencies over the coming months to continue to improve our support to vulnerable groups and the way we manage

sex offenders, violent and potentially dangerous people who pose a risk of serious harm.

We will continue to ensure that upholding human rights, good engagement with protestors and public communication are at the core of operational practice in the policing of protests. We will do this by learning the lessons from the protests and developing our tactics and training to respond appropriately.

We are continuing our work in preparation for the 2012 Olympics. We will ensure that this will not affect our ability to manage other key events across Hampshire Constabulary such as the Isle of Wight music festivals.

We will continue to work with other agencies throughout the year to reduce the number of people killed or seriously injured on our roads. We will continue to utilise Driver Improvement and Driver Awareness Training schemes.

Particular focus will be:

- using information to catch offenders who use the internet to commit offences around images of children and in this way prevent more serious crimes happening
- targeting the financial possessions of offenders involved in organised crime.



Making the most of our resources

We have always recognised the need to balance the desire for excellent services against cost. We already ask the local taxpayer for one of the lowest contributions towards policing of any police force nationally. However, the reductions to police spending from 2011/12 announced by the government put even greater focus on the need to make the most of all the resources that we have available. We aim to maximise efficiency and productivity in order to provide our services at the lowest possible cost. Further details of the 2011/12 budget are shown in Appendix 2.

Working to an internal business plan, we have a change team in place to co-ordinate and ensure that the reviews are effective and enable change to take place by April 2012. The change programme will review the entire work of the force and its infrastructure.

Corporate support

We aim to have as small a headquarters function as possible and place as many resources as we can directly into serving the public. We will work with other forces and seek to combine departments to ensure a high quality service to residents at a reduced cost through a reduction in management, training costs and other overheads. We will look at our own cost reductions first before looking at the added benefits of collaboration or outsourcing where they provide value for money without loss of service.

We have moved to a central Human Resources Service Centre to provide support in a more efficient way. We are currently looking at ways in which we can

manage our purchase of goods and services more efficiently through the use of online transactions.

Particular focus will be:

- keeping the cost of our services as low as possible and within our target of being among the lowest cost forces.

Tasking, co-ordination and oversight

As pressure on the means we have available to provide policing services increases, it is even more important that we are able to accurately match our resources to the demands placed upon us. We will ensure we have the right people and equipment available at the right times to meet demand and manage the risks we encounter on a daily basis.

We will improve the way we use our staff in preventing and solving crime and disorder and getting them to the right place at the right time and doing the right thing. We will make sure that this process is as simple as we can make it.

We will reduce our overtime costs and make sure that we have sufficient officers and staff on duty to deal with what we expect the demand to be.

Particular focus will be:

- increasing the number of officers and staff available to deal with problems and respond to the calls for assistance.

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Our people

A period of change on the scale we need will put a lot of pressure on our staff and managers. High quality leadership is critical to the delivery of our vision and our programme of change. We will continue to develop our leaders to meet this challenge.

We will equip and train our staff to deliver in line with the model of policing identified by the review process outlined above. They will be given knowledge on how to use their powers to further reduce crime and prevent anti-social behaviour. We will aim to recruit a workforce with the 'base' skills required and we will reshape our training to anticipated future needs.

Particular focus will be:

- increasing efficiency and reducing bureaucracy within our human resource processes and systems.

Workforce mix

This year we will ensure we have the right people with the right skills and training. We will use those skills as effectively as we can. We will ensure that we will keep enough police officers delivering policing in times of great demand as well as during 'business as usual'.

We seek to ensure that we are an attractive employer to all sections of our communities. Welcoming staff from different faiths, backgrounds, ages, genders, sexual orientation and ability is important to us; our mix of people makes us who we are.

Particular focus will be:

- agreeing and implementing efficiency reviews, which will make our services sustainable and affordable and will maximise investment in frontline policing.

Resources

As a large employer it is right that we take our responsibilities for sustainability seriously. We recognise that environmental sustainability goes beyond our estate and we will look at how we can play our part across all areas of our business, from vehicles and mileage to utilities and resource usage.

Where we have no option but to invest in new buildings, such as the necessary improvements to our custody centres, we will ensure that all of the officers and services needed at those locations are based there to get the most from our expenditure.

Particular focus will be:

- spending as little as we can on things other than employing people to have as many staff available to provide policing services as possible.

Estate

In order to meet our aims we will need an estate matched to demand. We recognise that we will have to reduce the number of sites we occupy. Some of our officers working in local communities already share buildings with partners and we will increase our use of shared facilities. We will look to use our current buildings where these enable us to provide cost-effective policing services.

Our new police station in Southampton is now complete and occupied. This provides us with the facilities necessary for modern policing. We will be able to make other savings by moving some of our people into this building and reducing our accommodation needs in other places.

This year we will manage the rationalisation of estate carefully and in consultation. There will be times that this will be subject to challenge and we will do our best to respond to your concerns while still reducing our costs.

Particular focus will be:

- improving the facilities that we have to deal more quickly and safely with the people that we arrest.





Equipping our team to deliver

Our staff development programme has a focus on officers and staff who work in your communities. This programme is enabling us to develop a workforce that is diverse, modern, flexible, motivated, high performing and resilient. Our recruiting and internal reward and recognition processes are designed to encourage individual and organisational improvement.

We have developed the first ever national qualification in Community Safety and Crime Reduction. This qualification recognises and supports the essential contribution made to neighbourhood policing in our communities by our police community support officers (PCSOs). In completing the qualification, our PCSOs are tested on their ability to work with you in improving the safety and quality of life in your communities.

We are increasing our efforts to recruit and retain our Special constables, and we will be providing enhanced training to enable them to take on greater responsibility and subsequently offer greater support to your community. Our aim is to recruit 650 Special constables over two years. We have more than 150 police support volunteers and further recruitment is planned.

We are providing our staff with quality leadership training focusing on issues from our staff survey. We have included change management training to equip and train the leaders of the future with business, executive and policing skills in preparation for future organisational, financial and policing challenges. We have specially designed training for the workforce to meet the new challenges.

We will introduce the changes necessary to meet the [Striking the Balance](#) document and will simplify our procedures around health and safety.

Information Technology

We will maximise our investment in technology and ensure that it supports us in our objectives. We will minimise the number of IT systems we have and the support they need and we will ensure our systems work together. Working in collaboration with Thames Valley Police we will continue to reduce our operating costs but without reducing effectiveness.

Particular focus will be:

- delivering quality frontline training to meet the ever changing demands on our staff
- implementing the changes necessary to meet the requirements of the [Striking the Balance](#) health and safety document.





Update on progress

In last year's plan we renewed our priorities and set areas of particular focus for each of them. The following is a summary of what we achieved.

Providing an excellent service

In our last policing plan we said our particular focus would include:

- communicating locally relevant information
- visiting all victims of crime who wish to see us
- increasing your confidence in how we deal with the policing issues which matter to you.

Our main achievements were:

We introduced individual web pages for all Safer Neighbourhoods teams. These pages outline current community priorities and detail where and when meetings will take place. This information is also published in police newsletters and partnership magazines. We are now starting to provide local information about offenders who have been brought to justice.

We offered a visit from a Safer Neighbourhoods officer to every person who had been a victim of crime. Our officers carry with them victim care packs. These packs are given to all victims of crime and contain advice on what happens next, information about your local neighbourhood policing team and contact details for other services such as victim support. The packs provide the opportunity for you to tell us your views on both the level of service received

and what you believe our future priorities should be.

We continued to survey local people about the confidence they have in our services. More than four out of five (83 per cent) said that they were confident in our ability. While this is an encouraging response we will seek to improve this further.

An active presence in every neighbourhood

In our last policing plan we said our particular focus would include:

- improving community engagement
- tackling anti-social behaviour
- minimising the impact of drug and alcohol misuse

Our main achievements were:

We introduced even more ways for you to get in contact with us and local authority services. We have achieved this by holding public meetings, using email, local surgeries and street briefings, providing you with the opportunity to raise the issues that matter most to you.

We introduced new ways of recording and understanding how anti-social behaviour affects you. We have adopted national guidance, which has helped us to identify and support vulnerable victims and set common standards of service delivery with our partners.

We implemented new ways of maximising the use of legislation to target criminal activity associated with drug and alcohol abuse. We have used these legal powers

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to close down a number of premises associated with anti-social behaviour and the misuse of drugs.

Catching criminals and managing offenders

In our last policing plan we said our particular focus would include:

- violent crime, especially the reduction of serious assaults
 - targeting drug and alcohol-related offences
 - using our Firearms and Knife Education Programme (FAKE).
- acquisitive crime
 - targeting those who persistently steal
 - delivering a more effective service for the victims of crime.

Our main achievements were:

We introduced partnership operations to tackle violent crime and alcohol enforcement partnership operations in our towns and cities. This initiative has enabled us to deal with issues related to the misuse of alcohol before they become serious problems.

We provided education to tackle serious violent crime, especially knife and gun-related incidents. By using our Firearms and Knife Education Programme (FAKE) we have reduced the level of harm caused when people carry weapons by raising awareness among young people in your communities as to the dangers associated with this unlawful activity.

We introduced a new crime-management structure to more effectively target those

who persistently steal, particularly those associated with drugs networks.

We improved training for our officers and staff on the frontline. We are now more able to ensure that we ask the right questions as quickly as possible. This gives us the best chance to catch the criminals who have committed the crime and give an effective response to your needs.

Protecting our communities from crime and harm

In our last policing plan we said our particular focus would include:

- preparing for major emergencies
- improving the management of dangerous offenders
- reducing the number of people killed or seriously injured on our roads.

Our main achievements were:

We developed our partnership with the Hampshire and Isle of Wight Local Resilience Forum, and dealt effectively with emergencies such as the swine flu pandemic and adverse weather conditions.

We developed arrangements with a variety of agencies to ensure the most effective response to organised crime and the disruption of the activities of organised criminals.

We used our road collision data to target our resources and focus on both education and enforcement in risk areas. Education in the forms of Driver Improvement and Driver Awareness Training schemes were used as part of our overall response to poor driving.

Making the most of our resources

In our last policing plan we said our particular focus would include:

- controlling spending
- using mobile technology
- maximising investment in the frontline
- collaboration.

Our main achievements were:

We reviewed our costs and processes in order to save another £7m on top of the £7m achieved the year before. During this period, we have continued to improve our performance. We believe that this is evidence of our determination to reduce costs with the least possible impact upon frontline service.

We increased our use of mobile technology to keep more frontline officers and staff out of police stations and in the communities we serve. We will continue to develop and expand the use of technology during this year.

We reviewed support functions to ensure they are providing the best value at the lowest cost to protect funding available for frontline service. Our business support function costs the fifth lowest of the 42 forces presented in [Her Majesty's Inspectorate of Constabulary Value for Money Profile](#).

So that we are more efficient and effective, we have entered into several collaborative agreements with forces in the south-east region. We have arrangements over air support, witness protection and technical support. We have merged our IT department with Thames Valley Police to save money without reducing service. We have collocation agreements with our community safety partners.

Equipping our team to deliver

In our last policing plan we said our particular focus would include:

- modernising our workforce
- neighbourhood and customer service training
- targeting recruitment towards under-represented groups.

Our main achievements were:

By bringing our human resource staff together we were able to modernise our human resource systems. This has reduced bureaucracy and simplified procedures.

A new three-day training package was devised and delivered to all Safer Neighbourhoods officers. This training covers a wide range of areas that improves the service we provide.

We carried out a survey of our staff to learn what it is like to work for Hampshire Constabulary. One of the responses to the replies from the survey has been to introduce an open forum for questions about our use of staff and the procedures followed by the Human Resources department.

We have worked hard to continue our efforts to address diversity issues. We have expanded our Work Placement Scheme, which assists disabled people back into work. We have communicated to our staff the challenges around disability and hate crime and have prepared an information leaflet for the victims of hate crime. We have been recognised again by the Stonewall Index, which named us as the top performing police force for lesbian, gay and bisexual people in the UK.

About Hampshire Police Authority

Hampshire Police Authority is the independent body responsible for overseeing the work of Hampshire Constabulary. We ensure it is responsive to the needs of local communities, and provides effective and efficient policing in Hampshire, the Isle of Wight, Portsmouth and Southampton.

The 17 members of the authority consist of nine councillors from local authorities and eight independent members appointed from the public, who represent the views of the people of Hampshire, the Isle of Wight, Portsmouth and Southampton.

In order to meet our responsibilities, the authority's strategic priorities for 2010-13 are:

- **Strategic direction and resources** - setting the strategic direction and the budget for the constabulary and overseeing its use of assets to ensure best value. Ensuring that recruitment, retention and progression of the constabulary's police officers and staff reflect the needs of the community.
- **Community consultation and engagement** - through consultation, taking account of the interests of those who live in, work in, or visit Hampshire and the Isle of Wight, and ensuring that the views of local people are reflected in the nature and style of local policing.
- **Partnership working** - working in partnership with Hampshire County Council, Isle of Wight Council, Portsmouth City Council, Southampton City Council, local community safety partnerships and relevant voluntary organisations to deliver coherent community safety services to local people.
- **Performance** - exercising oversight of the constabulary's performance against the policing plan and budget through assessment of risk, and reporting the results honestly to the community.

Hampshire Police Authority sets goals for itself based on its consultation with the public and on its own strategic assessment of the challenges facing policing over the next three years.

These goals also work towards meeting the vision of the authority: Hampshire Police Authority exists to ensure that our communities receive an effective, efficient and high quality policing service which has their full support, confidence and co-operation, so that the two counties are places which feel safe and are safe.

The current economic climate means that over the next few years Hampshire Police Authority will have to make a number of difficult decisions which will result in changes to Hampshire Constabulary.

Hampshire Police Authority conducts its business through meetings of the full membership of the authority and through its committees. More information on our committees can be found on our [website](#).

In addition to this policing plan, Hampshire Police Authority publishes an annual report that shows the extent to which the previous year's priorities were achieved. It also publishes a summary of policing performance at a local level.

Further information about Hampshire Police Authority, its members, committees, the amount for policing in the council tax, and police authority publications can be found at www.hampshirepoliceauthority.org

If you do not have access to the internet or require information in an alternative format, such as Braille, large print or audio, please contact us in one of the following ways:

By post:

Hampshire Police Authority
Westgate Chambers
Staple Gardens
Winchester
SO23 8AW

By phone: 01962 871595/01962 851697

By email: police.authority@hampshire.pnn.police.uk



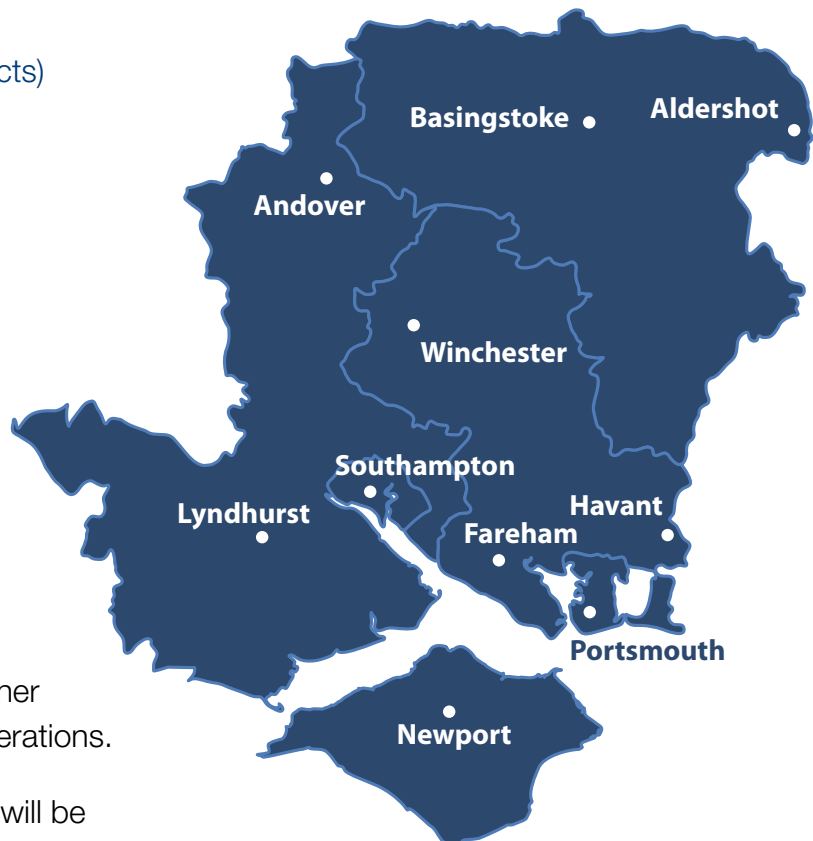
About Hampshire Constabulary

Our team consists of 3,631 police officers, 2,327 police staff, 334 police community support officers (PCSOs), 453 Special constables and 173 volunteers.

Covering Hampshire, the Isle of Wight, Portsmouth and Southampton, we are the second largest non-metropolitan police service in England and Wales. We police an area of 1,600 square miles and serve a population of 1.9 million in 730,000 households.

The local policing areas (territorial Operational Command Units) are:

- Central (Fareham, Gosport, Havant and Winchester districts)
- Isle of Wight
- North & East (Basingstoke, East Hampshire, Hart and Rushmoor districts)
- Portsmouth
- Southampton
- Western (Test Valley, Eastleigh and New Forest districts)



Centralised policing functions are provided through the two further command units of Crime and Operations.

During the course of the year we will be moving to a new geographic structure a map of which is shown at Appendix 4 (to be published by June 30, 2011).

For further information, including local policing information, and station addresses and opening times, visit our [website](#).

We have a strong focus on achieving fairness and equality. We have now introduced a Single Equality Scheme covering all strands of diversity which are now called protected characteristics. For the fourth year running we have been named in the Stonewall Top 100 Employers Workplace Equality Index as the UK's top gay-friendly police force. We were placed fourth nationally in the list with an improved rating from last year.

Visit our [website](#) for details on our single equality scheme, Facebook page and Twitter.

Our Your Voice Counts leaflet gives you the opportunity to tell us what you think of the service we provide.

For all non-emergency calls to Hampshire Constabulary the number is 101.

From outside Hampshire and the Isle of Wight call 0845 045 45 45. You can also contact your local police station or call 0845 045 45 45.

In an emergency, always call 999.

Post:

Hampshire Constabulary
Police Headquarters
West Hill
Romsey Road
Winchester
SO22 5DB

Email: postmaster@hampshire.pnn.police.uk

Audits and inspections

During 2010, Her Majesty's Inspectorate of Constabulary (HMIC) conducted an inspection into how we deal with anti-social behaviour with particular emphasis on repeat and vulnerable victims. The HMIC recognised that we have significantly improved how we deal with this problem in your communities. Our summer campaign has shown a further reduction in the number of times that lives are adversely affected by others acting without respect or concern.

The Equality and Human Rights Commission and National Police Improvement Agency looked at how we use our powers to stop people and carry out searches. These reports indicated that we had to change how we use these powers. As a consequence we have introduced a series of changes to ensure that we act proportionately and appropriately.

In early 2011, the HMIC carried out an inspection into our preparedness to meet the financial challenges we face, how this will affect local policing and how we are keeping you informed of our changes. The HMIC have reported that we have good and robust processes and procedures in place to deal with the challenge. They can see that we have consulted with our communities over what we propose to do. By maintaining the numbers of officers who respond to calls for assistance, who work within your communities and who investigate crime locally over the next year at least, we can assure that our service levels will not fall.

Further information can be found at the [Her Majesty's Inspectorate of Constabulary](#) website.

Appendices

1. Performance measures (to be published by June 30, 2011)
2. Financial information
3. Value for money statement (to be published by June 30, 2011)
4. Map showing geographic boundaries for the new policing areas (to be published by June 30, 2011)

Financial information

Where the money comes from

The majority of funding for policing comes through government grants, with around a third coming from council tax. Our total expenditure on police services for 2011/12 is planned to be £338.8m compared with £344.7m in 2010/11. This is a decrease of nearly £6m or 1.7 per cent.

Council tax for 2011/12

In 2011/12 the policing element for council tax band D is £146.25 per year, which is no increase on last year. The council tax remains within the lowest quartile for the 31 shire police authorities.

How the money will be spent

The majority of money received (84 per cent) will be spent on employees, in particular the delivery of excellent frontline policing. In order to meet national requirements and local needs we will need to spend more in a few areas (total £1.3m). National levies on things such as the Police National Computer have increased (£167,000 for this year) and the additional public holiday in April will require financing from within our own budget (£171,000). In order that we are fit for modern policing some of our older databases need replacing (£570,000 for the introduction and commissioning of new software). There is also an additional £700,000 for major purchases such as buildings.

The majority of the reduction in cost in 2011/12 is on pay (£5m less than last year and £15m less than originally planned to take into account historic pay agreements). Our Savings Team has now developed into our Force Change Team and they have identified savings of £16.2m to enable us to balance the budget. Price inflation and lower than anticipated interest on reserves have put additional demand on our finances. However, most areas we have control over see reductions in cost eg IT and Communications (£1.2m), supplies and services (£1.5m). The savings will assist frontline policing improvements despite the challenging financial outlook. We will use some of the efficiency savings made in 2010/11 (over £6m) to support the 2011/12 budget with a contribution from reserves of £4m.