

# Hampshire Police Authority



## Strategic Plan 2003 – 2005

# Hampshire Police Authority

## 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



*for Hampshire  
and the  
Isle of Wight*

**Hampshire**  
POLICE AUTHORITY

# Hampshire Constabulary

## Purpose and Values

We 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.

We are 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; protecting, helping and reassuring and to be seen to do all this with integrity, common sense and sound judgement. We will ensure we treat people fairly, regardless of their age, gender, disability, race, colour, ethnic or national origins or sexual orientation. Our policies are designed not to discriminate against any group or individual. We will seek to respond sensitively to any special needs experienced by particular groups.

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

We will strive to reduce the fears of the public and, so far as we can, reflect their priorities in the action we take. We will respond to well-founded criticism with a willingness to change.

We will strive for continuous improvement in making efficient use of our resources, responding to the needs of those we serve. We will do this in an environmentally sensitive manner.



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## Foreword

**Simon Hayes**  
Chairman,  
Hampshire Police Authority



This strategy is written against the background of major government changes to the manner and style in which police forces across the country are influenced by central government policy.


Together with this, we are seeing a real-terms reduction in central government funding of the police locally, requiring a greater local contribution to the cost of policing.

To ensure that the voice of the public is heard and translated into policing, we have, through our consultation process, a robust understanding of the public's opinion on the policing service they experience and expect. So, at the heart of our purpose as a police authority, and at the centre of what we are about, is a process that puts public opinion at the forefront of our policy development.

Within this context and notwithstanding the tenet of the Police Reform Act, I believe that it is a matter of principle in a free society that

policing by consent of the public is paramount to the successful operation of the police service.

This is the very bedrock upon which confidence is built between the police and the public. Policing by consent of the public is fundamental to a democratic society. We will defend this principle and deliver a policing service, which is in tune with the wishes of the people of Hampshire and the Isle of Wight.



## Foreword

**Paul Kernaghan QPM**  
Chief Constable,  
Hampshire Constabulary



This Strategic Plan, alongside the Annual Policing Plan, evidences a force that is delivering and will continue to deliver a quality service within the resources made available to us.

I wish to highlight one unusual case as it illustrates the reality and breadth of contemporary and future policing.

Advances in medicine have brought great benefits to the lives of many in recent years. No area has seen greater change than that of human embryology and the hope of parenthood held out to those who in an earlier era had little chance to start families.

Sadly, Hampshire Constabulary has had to investigate criminal offences committed in this most sensitive and scientifically advanced area. This case demonstrated perfectly the high levels of professionalism, innovation and adaptability, which are core strengths of Hampshire Constabulary.

Turning to the overall picture of crime, I wish to emphasise the following point. Once we have brought offenders before the courts and they are subsequently convicted, the onus must shift to sentencing, which will hopefully rehabilitate the offender and crucially, protect the wider community.

We are lucky to live in one of the safest parts of the country and Hampshire Constabulary aims to continue to make it even safer.



# Introduction

Hampshire Police Authority is responsible for securing an efficient and effective police service for Hampshire and the Isle of Wight.

The Police Reform Act 2002 placed a statutory duty on the Home Secretary to produce a National Policing Plan. That Plan identified four national priorities for policing in England and Wales. In setting these priorities the Home Office had regard to views gathered from a wide range of stakeholders, including the Association of Police Authorities (APA) and the Association of Chief Police Officers (ACPO). The Act also requires police authorities to produce new three year strategic plans which illustrate how police authorities are working towards delivering in these key areas.

Hampshire Police Authority recognises the importance of national priorities and also that these priorities, whilst set at a national level, are also important to the communities of Hampshire and the Isle of Wight. However, we also recognise that policing is best delivered when it takes account of and responds to specific local needs. These views, obtained through extensive consultation, are reflected in the local policing objectives within this document.

It is with these points in mind that we have produced this Strategic Plan. It lays down our key priorities for the coming two years and illustrates how we will deliver in these areas and measure how successful we have been. This Strategic Plan should be read in conjunction with the Annual Policing Plan, which provides in detail how we will work towards our priorities in the coming year. It also shows how we performed last year.

Whilst the publication of this Strategic Plan is a new requirement of The Police Reform Act, Hampshire Constabulary's current five year Strategic Plan has been in existence since 2001

and the force has been actively working towards achieving many of the priorities that appear in this document. The plan identifies that the key strategic intent of the Constabulary is to achieve a level of excellence capable of comparison with the best, according to The Hampshire Constabulary Strategic Plan. We endorse and support this aim.

Hampshire Police Authority also recognises that policing is a complex business and that while we all work towards delivering high levels of performance in these priority areas, the Constabulary cannot focus on a narrow field of activity to the exclusion of all else.

The achievement of our targets contributes towards the overall achievement of Home Office Public Service Agreements. In particular:

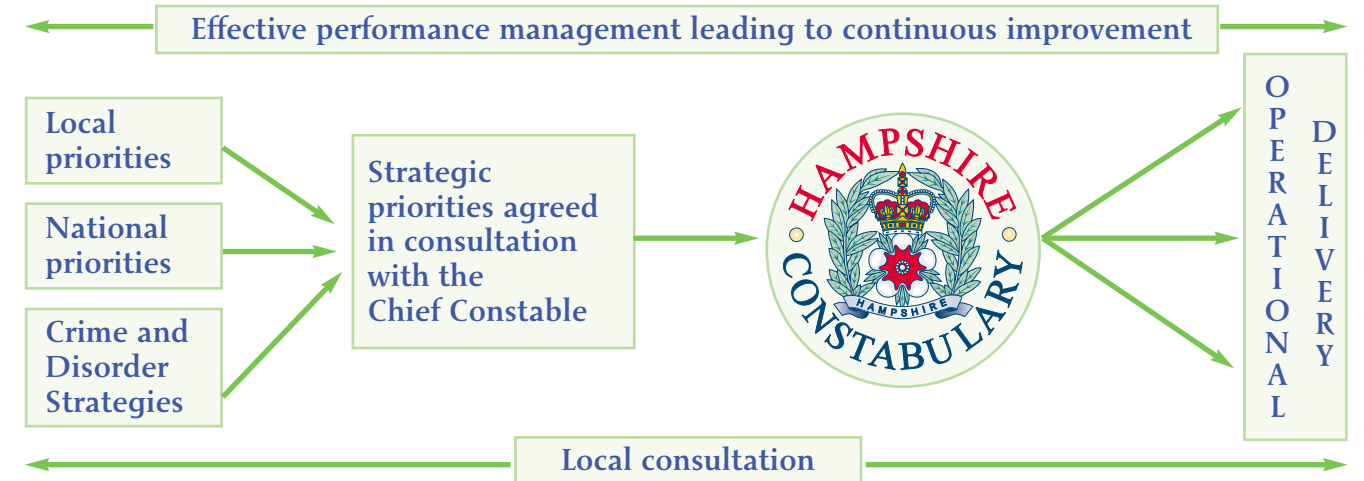
PSA 1: Reduce crime and the fear of crime; improve performance overall, including reducing the gap between the highest crime CDRP (Crime and Disorder Reduction Partnership) areas and the best comparable areas; and reduce:

- vehicle crime by 30% from 1998/99 to 2004;
- domestic burglary by 25% from 1998/99 to 2005;
- robbery in the ten street crime initiative areas by 14% from 1999/00 to 2005 and maintain that level.

PSA 2: Improve performance overall of all police forces, and significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on frontline duties.

PSA definitions quoted from Annex A of the National Policing Plan, available on the Police Reform website: [www.policereform.gov.uk/natpoliceplan.asp](http://www.policereform.gov.uk/natpoliceplan.asp)

# Deciding Our Priorities



## Addressing Your Concerns

Hampshire Police Authority intends to consult with members of the community. This is an ongoing and continual process. A frequently asked question is 'what happens to the information that is gained from the

consultation?' The below table shows how that information is translated into national priorities and local objectives agreed by the Police Authority for local policing in the coming two years.

Your top ten priorities are:-	Where this is addressed in the plan
■ Under age offenders and youth nuisance	Police Authority Local Objective three and national priority one
■ Drugs issues	In National Priority two
■ Need for higher visibility policing	Police Authority Local Objective three and national priority one
■ Traffic speed	Police Authority Local Objective one
■ Vandalism	Police Authority Local Objective three and national priorities one and two
■ Lack of resources, including staff	Police Authority Local Objective two
■ Anti-social behaviour	Police Authority Local Objective three and national priority one
■ Police attitudes/relationship with community	Police Authority Local Objective three and national priority one
■ Parking problems	Police Authority Local Objective three and national priority one
■ Late night drinking and associated problems	Police Authority Local Objective three and national priority one

# Police Authority's Own Objective

## To consult effectively with the communities of Hampshire and the Isle of Wight on policing issues, to inform policing priorities for the future

### How will this objective be achieved?

Police authorities are required by statute to consult with their communities on policing and to oversee the work of the police force on behalf of local people.

Hampshire Police Authority is committed to providing a service that meets the needs of the diverse communities it serves. To this end, the Authority is committed to an effective programme of consultation to ensure that the level of service delivered reflects the needs and expectations of those communities.

Methods may include:

- public meetings;
- focus groups;
- telephone surveys;
- citizens' panels; and,
- face-to-face interviews.

As part of reflecting the needs and expectations of its communities, Hampshire Police Authority and Hampshire Constabulary have each published a Race Equality Scheme that provides a framework of principles and standards to

progress this important agenda. Under the Scheme, we will consider the impact of each relevant function and policy in terms of its ability to:

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

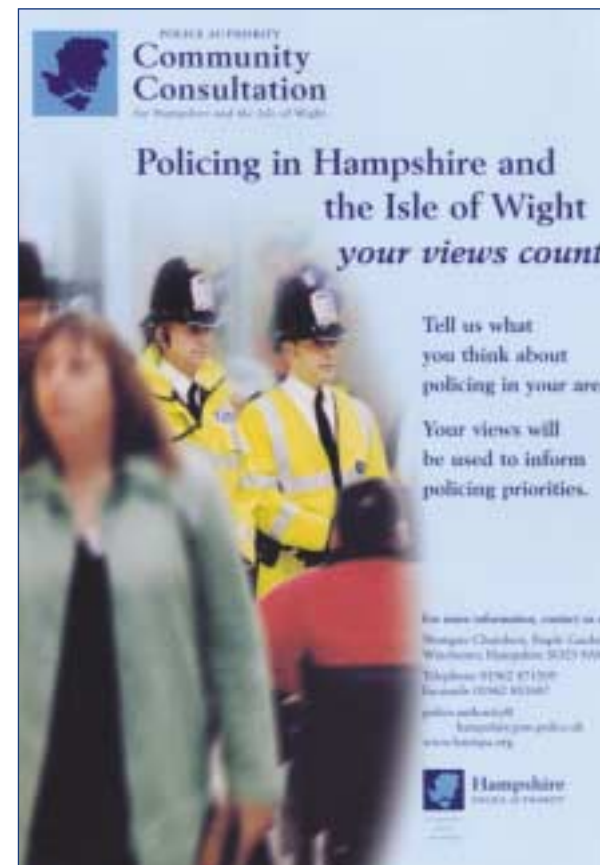
In addition, Hampshire Constabulary will continue to participate in the Race for Justice project. This project focuses on making the services of all criminal justice agencies accessible and relevant to the diverse communities of Hampshire and the Isle of Wight.

### How will we know if we have succeeded?

The Authority has chosen to not set numeric targets, for example the number of people consulted, as it is considered that such targets do not show the value or effectiveness of the consultation undertaken. The Authority wishes to reaffirm its commitment to quality consultation and will be assessing the degree of public satisfaction with policing services, using existing forms of measurement.

This will enable us to determine if the right priorities are being highlighted.

We will continue to review our consultation methods annually, receiving and encouraging feedback. We will work to ensure all methods used in consultation are cost effective and provide value for money.



We believe that effective consultation with all the varied communities of Hampshire and the Isle of Wight is vital in delivering a better policing service.

### What measures will be used?

**BV23** Public satisfaction surveys

For targets please see Appendix.

### Freedom of Information Act

The Freedom of Information Act 2000 places new duties on all public authorities, including police authorities and forces.

The Act is part of a wider initiative to make government and its decision-making processes more open and accountable and provides authorities with an opportunity to review their openness and accessibility.

The Freedom of Information Act 2000 will be implemented in stages:

- By June 2003, both police authorities and forces are required to adopt and maintain a publication scheme and to publish information in accordance with the scheme.
- From January 2005, any individual or body will have the right of access to information held by the Authority.

# Police Authority Local Objectives

## 1 To reduce road collision casualties in Hampshire and the Isle of Wight, particularly those which are serious and fatal

### How will this objective be achieved?

The above objective will be achieved by working in partnership with other agencies through a combination of education, engineering, enforcement and advancing technology to improve road safety. The police National Intelligence Model (NIM) will be used to focus resources and activity.

One of the main causes of injury collisions and fatalities is excessive or inappropriate speed, but it is not the only cause and a variety of initiatives will be taken to reduce casualty figures. These will include:

- high visibility policing on our roads;
- working with partner agencies to design out causal factors of collisions at identified sites;
- vigorous enforcement of drink drive legislation, supporting both national and European campaigns;
- the Vehicle Defect Rectification Scheme, which ensures that repairs are carried out to vehicles as an alternative to prosecution to ensure safer vehicles on the road;

- working with the Safety Camera Partnership to identify sites where camera technology will be the most effective form of casualty reduction;
- the development of a Strategic Casualty Reduction Partnership; and,
- effective and continued use of the Driver Improvement Scheme.

### How will we know if we have succeeded?

The targets set by the government for reducing death and injury by the year 2010 are challenging.

- A 40% reduction in the number of people killed or seriously injured in road collisions.
- A 50% reduction in the number of children killed or seriously injured.
- A 10% reduction in slight casualties.

To be on course to achieve this target means that, in general terms, Road Traffic Collisions must be reduced by 5% each year.

### What measures will be used?

**BV132\*** Road traffic collisions involving death or serious injury per 1,000 population

For targets please see Appendix.



\*The Home Office, after consultation with police authorities, police forces and other interested parties, produced a list of Best Value Performance Indicators (BVPIs).

## 2 To ensure that the Constabulary makes the most efficient use of all its resources and achieves Best Value for money spent and provides the highest quality of service possible

### How will this objective be achieved?

Our communities pay towards policing through local taxation. As such the Authority is committed to ensuring that the Constabulary uses all its resources in the most effective way possible and achieves high levels of performance. In doing so we will have achieved real value for money in everything the Constabulary does.

Key points of interest are:

- the benefits of new call handling procedures will continue to be realised with the Force Enquiry Centre moving to a 24-hour service in 2003, building towards the anticipated national standards for non-emergency calls;
- the work integrating force IT systems will continue, thereby reducing duplication of effort and increasing consistency by moving towards the National Corporate Data Model;
- as part of the police reform agenda, it was determined that police overtime would be reduced by 15% over three years from 1 April 2003. Working from a baseline figure of £7.02m the 15% target over

three years represents £1.05m or £0.35m per annum. This is contained in the Annual Efficiency Plan;

- a detailed breakdown of resource allocation for 2003/04 can be found in the Annual Policing Plan, along with the Constabulary's medium-term financial strategy;
- all of Hampshire Constabulary's Basic Command Units (policing areas) have received funds from the Government Office of the South East to help them to meet local priorities associated with anti-social behaviour, street crime and burglary. The total sum available is £1.2m and each division will agree on the most appropriate use of these funds with their local partners and with force management;
- the Case and Custody system will be implemented with links to the courts and the Crown Prosecution Service by the replacement of the Constabulary's present Case and Custody system, currently planned for 2004/05;
- by 2005, the Constabulary should have started to enable victims to track progress of their case on-line;
- the Constabulary will continue to recruit a workforce which mirrors the community that the Constabulary serves;
- the recruitment of police officers will be achieved through year round recruitment. A total of 440 new police officers joined the force by the end of March 2003

# Police Authority

## Local Objectives

(see the Annual Policing Plan for further recruitment details, including the Crime Fighting Fund);

- the Force Diversity Strategy has been amended to provide additional focus on diversity;
- a working group has been established to identify strategies to minimise resignations and transfers to other forces;
- special priority payments and Competence Related Threshold Pay will come into force during 2003/04. The result of this initiative will be monitored;
- the Constabulary will continue to work closely with Centrex to deliver a locally based Senior Leadership Development Programme to enhance the skills of senior staff;
- sickness levels continue to be monitored across the force and best practice shared. The 2003/04 target for reducing sickness absence is 'no more than nine days per officer'. The Constabulary is also on track to meet the BVPI target of no more than 6.5 ill-health retirements per 1,000 officers by 2005/06;
- 'gender agenda' issues will be driven forward and work will continue to ensure that all personnel are empowered and trained to achieve their potential within the framework of the Constabulary's Human Resources Strategy. This Strategy also takes into account current health and safety regulations;

- the Professional Standards Department deals with the investigation of complaints, working in partnership with the Police Complaints Authority. The Police Authority, force and department look forward to working with the new Independent Police Complaints Commission, projected to be operating from April 2004. We await further guidance from the Home Office to assist in this transition;
- the close working relationship with partners in Crime and Disorder Reduction Partnerships (CDRPs) will be built upon in order to achieve community cohesion;
- the 52 recommendations made in the Policing Bureaucracy Taskforce report will be positively responded to, thereby maximising opportunities for increased patrol time;
- the Constabulary will continue to work with the public through initiatives such as Pub Watch, Neighbourhood Watch and Horse Watch;
- the contribution given by the Special Constabulary and other volunteers will continue to assist the Constabulary to deliver a better service;
- the benefits of utilising new powers for civilian investigators, escort staff and custody staff, introduced by the Police Reform Act, are currently being examined;

- the outcome of the Community Support Officer pilot study is awaited with interest and liaison with our partners concerning Accredited Community Safety Officers is continuing; and
- the target for the completion of the roll out of Airwave (the new national police radio system) is 2005.

### Achieving Best Value

The Constabulary will develop and maintain efficiency plans for 2003/04 and 2004/05 aimed at meeting the 2% efficiency savings required by government. These plans will examine cost reduction policies leading to savings for reinvestment in policing services.

A vital part of the process is a full programme of Best Value reviews of our key areas of activity. These reviews identify opportunities to improve upon the way that the Constabulary does its business and delivers policing services.

In the lifetime of this document these reviews will examine the following areas:

- 2003/04 Specialist Crime Investigation, Criminal Justice, Finance.
- 2004/05 Traffic, Corporate Services, Special Constabulary, Professional Standards, Transport.

The Constabulary will make use of Activity Based Costing, linking activity and costs with identifiable outcomes.

The programme of self assessment reviews of departments and divisions will continue using the European Foundation for Quality Management model (EFQM), critically appraising the way the Constabulary carries out its business.



# Police Authority Local Objectives

## How will we know if we have succeeded?

The Home Office, after consultation with police authorities, police forces and other interested parties, produced a list of Best Value Performance Indicators (BVPIs).

These allow comparisons with other police forces to be made across a range of policing activities. The Constabulary aims to perform at a level that would place it in the best performing quartile and in doing so, achieve a level of excellence comparable with the best, an objective of Hampshire Constabulary set out in their Strategic Plan.

F1 - F8 are the local performance indicators that the force has decided to monitor in conjunction with the Home Office BVPI's, in order to give a full picture on performance.



## What measures will be used?

Key BVPIs in this area are:

<b>BV23</b>	Public satisfaction surveys
<b>BV25</b>	Minority ethnic police officers
<b>BV26</b>	Days lost through sickness
<b>BV28</b>	Police officers in operational posts
<b>BV29</b>	Number of medical retirements
<b>F3</b>	Timeliness of court files
<b>F4</b>	Answering 999 calls
<b>F5</b>	Response times to immediate response incidents
<b>F7</b>	Recruitment targets

For targets please see Appendix.

## 3 To reduce anti-social behaviour in partnership with the community and other agencies thereby reducing the fear from such activities amongst the communities of Hampshire and the Isle of Wight

Although this is similar to one of the national priorities and contains some similar data, the people of Hampshire and the Isle of Wight made it clear through consultation that this was an important local priority. This objective and the national priority should be read together to give a full picture of how we plan to achieve these objectives.

### How will this objective be achieved?

The Authority recognises that incidents of anti-social behaviour can have a very real effect on the quality of life that members of our community are entitled to enjoy. The Constabulary will reduce such incidents in a number of ways.

- By continuing to work closely with partners from Crime and Disorder Reduction Partnerships (CDRPs) and other agencies, working together to resolve these problems.

- By underpinning all operational policing activities with a problem solving approach, branded in the Constabulary as Problem Resolution In Multi-agency Environments (PRIME). This approach utilises a range of legislation which will be enhanced by new legislation for tackling nuisance issues.
- By developing appropriate technology to scan for incidents and analyse patterns of anti-social behaviour.
- By making effective use of all aspects of Anti-Social Behaviour Orders to target those who make life unpleasant for others, including fixed penalty notices for disorderly behaviour.
- Where appropriate, by maximising opportunities provided by the Police Reform Act to expand the police family.



The following chart summarises some of the key areas that each Crime and Disorder Reduction Partnership has identified as being of importance within their local authority area. They have included them within their community safety strategies.

# Police Authority Local Objectives

Strategies	Basingstoke & Deane	East Hampshire	Eastleigh	Fareham	Gosport	Hart	Havant	Isle of Wight	New Forest	Pottsmouth	Rushmoor	Southampton	Test Valley	Winchester	TOTAL
Families / Parenting	.	.	.	.	.	.	.	.	.	.	.	.	.	.	9
Fire Safety	.	.	.	.	.	.	.	.	.	.	.	.	.	.	7
Improved Information / Data	.	.	.	.	.	.	.	.	.	.	.	.	.	.	10
High Visibility Police Patrols	.	.	.	.	.	.	.	.	.	.	.	.	.	.	9
Traffic Enforcement	.	.	.	.	.	.	.	.	.	.	.	.	.	.	4
Domestic Violence	.	.	.	.	.	.	.	.	.	.	.	.	.	.	14
<b>Young People:</b>															
Juvenile Nuisance	.	.	.	.	.	.	.	.	.	.	.	.	.	.	14
Drink / Drug / Substance Abuse	.	.	.	.	.	.	.	.	.	.	.	.	.	.	14
As Offender	.	.	.	.	.	.	.	.	.	.	.	.	.	.	14
As Victim	.	.	.	.	.	.	.	.	.	.	.	.	.	.	11
Youth Provision Training / Leisure	.	.	.	.	.	.	.	.	.	.	.	.	.	.	12
Bullying Exclusion / Truancy	.	.	.	.	.	.	.	.	.	.	.	.	.	.	9
Dwelling Burglary	.	.	.	.	.	.	.	.	.	.	.	.	.	.	13
Motor Vehicle Crime	.	.	.	.	.	.	.	.	.	.	.	.	.	.	14
Repeat Victimization	.	.	.	.	.	.	.	.	.	.	.	.	.	.	10
Public Disorder	.	.	.	.	.	.	.	.	.	.	.	.	.	.	14
Fear of Crime	.	.	.	.	.	.	.	.	.	.	.	.	.	.	14
Neighbourhood Nuisance / Anti-social Behaviour	.	.	.	.	.	.	.	.	.	.	.	.	.	.	12
Support to Neighbourhood Watch Scheme	.	.	.	.	.	.	.	.	.	.	.	.	.	.	8
CCTV	.	.	.	.	.	.	.	.	.	.	.	.	.	.	11

## How will we know if we have succeeded?

We are sensitive to the fact that within the varied communities of Hampshire and the Isle of Wight, anti-social behaviour can mean different things to different people. A common theme to all is whether they feel the Constabulary provides a high level of service when it is requested and also whether the community experiences low levels of fear of crime and enjoy high levels of reassurance. In accordance with our stated aim it is whether the people of our two counties feel safe.

## What measures will be used?

- BV121 Fear of crime
- BV122 Feelings of public safety
- BV138 } Stop and Search
- BV139 }
- BV189 Reassurance and quality of life

For targets please see Appendix.

# National Priorities

These priorities have been set at a national level by the Home Secretary and are published in the National Policing Plan. The Police Authority recognises that these priorities also reflect concerns that local people feel in relation to policing priorities in Hampshire and the Isle of Wight.

## 1 Tackling Anti-Social Behaviour and Disorder

Some of the information and data for this section are available on previous pages under the Police Authority's own objective on anti-social behaviour. Key initiatives will include:

- using additional powers provided by the Police Reform Act in the seizure of vehicles that are used in an anti-social manner;
- expanding the use of Acceptable Behaviour Contracts (ABCs) to inhibit anti-social behaviour;
- working with other agencies where anti-social behaviour may be a manifestation of underlying family, health or educational difficulties to ensure a long term resolution to the problem; and
- engaging with all Crime and Disorder Reduction Partnerships to impact on problems which are alcohol related, or are linked to particular licensed premises.

## How will we know if we have succeeded?

As stated before, we are sensitive to the fact that within the varied communities of Hampshire and the Isle of Wight, anti-social behaviour can mean different things to different people. A common theme to all is whether they feel the Constabulary provides a high level of service when it is requested and also whether the community experiences low levels of fear of crime and enjoy high levels of reassurance. In accordance with our stated aim it is whether the people of our two counties feel safe.

## What measures will be used?

- BV121 Fear of crime
- BV122 Feelings of public safety
- BV138 } Stop and Search
- BV139 }
- BV189 Reassurance and quality of life

For targets please see Appendix.

# National Priorities

## 2 Reducing volume, street, drug-related and violent and gun crime in line with local and national targets

This priority highlights key areas of criminal activity that affect our communities.

### How will this priority be achieved?

Activity across all areas will include:

- working closely with Crime and Disorder Reduction Partnerships and ensuring that a problem solving, multi-agency approach is adopted in the targeting of 'hotspots' of crime. Visit [www.hampshire.police.uk/CrimeAndDisorderAct.htm](http://www.hampshire.police.uk/CrimeAndDisorderAct.htm) ;
- making best use of available and developing technology, including Airwave, DNA, and Automatic Number Plate Recognition (ANPR) under the Police Science and Technology Strategy;
- responding quickly and robustly to emerging trends in crime through crime pattern and intelligence analysis;
- working closely with other criminal justice agencies to ensure effective and appropriate punishment of those who continue to offend; and
- implementing a force-wide co-ordinated patrol strategy that reflects the need to both reassure the public and reduce crime.

### Volume crime

- Local police commanders agreeing challenging three-year targets with local partners.
- Making use of best practice and forging links between the best performers in this area.
- Making use of appropriate challenge funding to increase the amount of resources available in this area.
- Identifying best practice emanating from the 'street crimes initiatives' and, where appropriate, applying them locally.

### Drugs and guns

- Targeting of offenders, in particular those who supply Class 'A' drugs, and developing and acting upon the best intelligence available at a local and regional level.
- Where possible, expanding upon the arrest referral programme and taking advantage of new legislation, allowing drug testing at the point of charge.
- Responding robustly to intelligence gathered on those who use firearms and, in doing so, engage with local communities, developing their trust and confidence. (See Annual Policing Plan 2003/2004 for more details.)



### Dwelling burglary

- Building on the Constabulary's success in this area by making use of sophisticated fingerprinting and DNA techniques.
- Working closely with our partners in Drug Action Teams to address the underlying causes of much of this type of crime.

### Violent offences

- Reducing the number of repeat victims of domestic violence and making use of guidance issued jointly by the Home Office, Audit Commission and Her Majesty's Inspectorate of Constabulary (HMIC).
- Working with licensees, regional managers and environmental health officers in a co-ordinated approach to reduce incidents of violence, disorder and alcohol-related crime in public places.
- Where necessary taking advantage of new legislation anticipated in the Licensing Bill to assist in the enforcement aspect of policing our pubs and clubs.

### Child protection

- Maintaining a highly efficient and well trained Child Protection Unit.
- Maintaining a strategy of crime reduction by leading and implementing educational campaigns.
- Ensuring a high degree of trust, partnership working and information sharing with colleagues from Social Services, Health and Education, etc.
- Implementing recommendations and guidance concerning the training of child protection officers and implement all relevant recommendations from the Victoria Climbié inquiry.

### National Intelligence Model

National standards for the National Intelligence Model are currently being developed in liaison with other forces. Hampshire Constabulary is well placed to fully meet these standards by April 2004.

### How will we know if we have succeeded?

These areas of police activity have a number of performance measures that reflect how well we are doing in these areas. The strategic aim of the Constabulary is to be committed to performing at a level 'comparable with the best'. It is this level of performance that we seek to achieve and maintain, with first quartile performances compared with other forces.

# National Priorities

## What measures will be used?

**BV120** Perceived level of crime

**BV126** Domestic burglaries

**BV127** Violent crimes

**BV128** Vehicle crimes

**BV129** Supply of class A drugs

**BV138**  
**BV139** } Stop and Search

**BV141** Detection of racially aggravated crimes

**BV153** Domestic violence incidents (see force performance indicator F6)

**F1 & F2** Total crimes and detection

For targets please see Appendix.



**You're letting a lock up.  
They've found a bomb factory.**


Do you rent or sell residential or commercial property?  
Are you suspicious about your tenants?



**TERRORISM**  
KEEP US SAFE


Call the free confidential hotline.

**0800 789 321**



**You're letting a flat.  
They're renting a safe house.**

Do you rent or sell residential or commercial property?  
Are you suspicious about your tenants?



**TERRORISM**  
KEEP US SAFE

Call the free confidential hotline.

**0800 789 321**

## 3 Combating Serious and Organised Crime Operating across Force Boundaries

Hampshire Constabulary and Hampshire Police Authority have traditionally made detecting major crime a priority. We are proud of this achievement in tackling such crime that brings untold suffering and devastation to people's lives.

Effective working relationships with other law enforcement agencies are essential in ensuring that there are no criminals who feel they can operate above the law across our region.

### How will this priority be achieved?

- By sharing information and intelligence with other law enforcement agencies and tackling key issues in order to increase arrests and prosecutions and disrupting criminal activity.
- By working closely with the National Crime Squad and National Criminal Intelligence Service to target offenders and ensure that the most appropriate resources are used to combat the pattern of behaviour.
- By taking full advantage of the provisions of the Proceeds of Crime Act to target those who profit from crime. In particular, using the recently formed Economic Crime Group to proactively target major criminals with a view to seizing assets obtained legally.

- By using the expertise contained within the Major Crime Investigation Team to investigate murders, kidnap, blackmail and rape. The investigation of rape is now assisted by the recommendations from the July 2002 Rape Action Plan.
- By targeting organised human traffickers using the Force Intelligence Bureau as the key liaison point with other agencies.
- By continuing to target those who see terrorism as a legitimate means of achieving their aim, with Special Branch leading on all terrorist matters, aligning their activity with the National Counter Terrorist Strategy.
- By maintaining a high level of counter-terrorism contingency planning relating to airports, major seaports and numerous high profile military establishments. These and other plans relating to terrorist activities will be regularly reviewed and exercised across the two counties.

### How will we know if we have succeeded?

These areas of police activity have a number of performance measures that reflect how well we are doing. The strategic aim of the Constabulary is to be committed to performing at a level comparable with the best and it is this level of performance that we seek to achieve and maintain, with first quartile performance compared with other forces.

### What measures will be used?

**F8** Homicide

**BV191** Immigration Service requests

For targets please see Appendix.

# National Priorities

## 4 Increasing the number of offences brought to justice

The Authority believes that the Constabulary has a key role in delivering in this area. However it also recognises that the police work with other agencies in achieving this priority. Their primary responsibility within the criminal justice system is to present the best possible evidence, gathered with integrity and professionalism.

### How will this priority be achieved?

By taking advantage of the government's work in 'Justice for All' and 'Narrowing the Justice Gap' and in doing so:

- working with Victim Support and local partnerships to ensure the needs of the victim are acknowledged at all levels of the Criminal Justice System, including the problem of repeat victimisation;
- extending specialised support for victims of road traffic incidents and their families; specially trained officers will work with families who suffer bereavement or serious injury as a result of traffic incidents;
- increasing measures for vulnerable and intimidated witnesses, such as screens, pre-recorded video evidence and television links, to enable vulnerable and intimidated witnesses to give evidence without entering a courtroom;

- ensuring closer working between the police and the Crown Prosecution Service, including co-location;
- introducing more restorative justice schemes, in particular in circumstances of domestic violence; and
- developing a national appropriate adult network in conjunction with the Home Office, local authorities and the voluntary sector.



### Narrowing the Justice Gap

'Narrowing the Justice Gap' means reducing the difference between the number of crimes that are committed and the number that result in the perpetrator being brought to justice.

There are many reasons why the criminal justice system might not successfully bring an offender to justice, but we will focus on tackling them in three specific ways:

- by targeting weaknesses in the Criminal Justice System;
- by targeting types of offenders such as persistent offenders; and
- by targeting types of crime such as street crime.

To achieve this the newly formed local Criminal Justice Board will identify areas of activity that all partners can pursue to bring offenders to justice and reduce the gap.

In accordance with the Witness Care Service Level Agreement, working practices will be drawn up to ensure victims and witnesses are kept informed of case progress and that the views of the victim are made known to the courts, placing the victim and witnesses of crime at the heart of the criminal justice system.

Implementation of the Persistent Offender Scheme will be aimed at targeting those repeat offenders who commit most crime.

### How will we know if we have succeeded?

By working with the Crown Prosecution Service and courts we will have narrowed the justice gap by increasing the number of offences brought to justice. A minimum level increase of 5% per year in each force is expected. In our two counties this represents 1,592 offences.

### What measures will be used?

BV136a } Narrowing the justice gap  
BV136b }

F3 Timeliness of court files

For targets please see Appendix.



## Measuring Performance

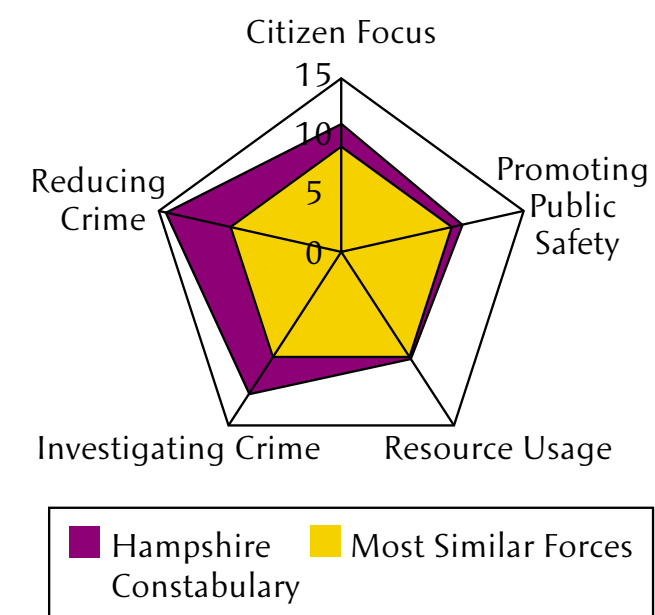
The methods of measuring police performance are complex and it is recognised that sometimes these performance measures can be difficult to understand for those unfamiliar with the methods. The Home Office is developing a new way of visually representing the way police forces are performing. It is called the Policing Performance Assessment Framework (PPAF).

This will monitor performance in six areas (or domains) - citizen focus, helping the public (awaiting Home Office measures), reducing crime, investigating crime, promoting public safety and resource usage. The measures to be used will develop over time, but the Home Office Police Standards Unit have introduced performance monitor diagrams to provide a visual representation of force performance.

As an example, the chart below shows the performance of Hampshire Constabulary in 2001/02. The yellow area shows the average of the Constabulary's seven 'most similar forces' and the purple area shows the performance of the Constabulary. In all cases the aim is to be as far outside the yellow pentagon as possible.

The 2001/02 performance shows that Hampshire Constabulary was better than the 'most similar forces' on average in all five domains.

For more information on the Constabulary's performance, please see the Annual Policing Plan.



# Appendix

## Citizen Focus

BVPI 23	Further Targets	
	03/04	04/05
Public satisfaction – time to answer a 999 call	>90%	To be in first quartile

BVPI 23	Further Targets	
	03/04	04/05
Public satisfaction – arrival time of officer to an immediate response call	>80%	To be in first quartile

BVPI 23	Further Targets	
	03/04	04/05
Public satisfaction with police action in response to 999 calls	>75%	To be in first quartile

BVPI 23	Further Targets	
	03/04	04/05
Victim satisfaction with police initial response to a report of violent crime	>75%	To be in first quartile

BVPI 23	Further Targets	
	03/04	04/05
Victim satisfaction with police initial response to a report of burglary dwelling	>90%	To be in first quartile

BVPI 23	Further Targets	
	03/04	04/05
Victim satisfaction with police service at the scene of a road traffic collision	>90%	To be in first quartile

NOTE: PSA 1 targets may be subject to further comment by the Home Office

Note: > = Greater than < = Less than

BVPI 23	Further Targets	
	03/04	04/05
Victim satisfaction with police service when dealing with a racist incident	>80%	To be in first quartile

BVPI 121	Further Targets	
	03/04	04/05
British Crime Survey – fear of burglary	<9%	To be in first quartile

BVPI 121	Further Targets	
	03/04	04/05
British Crime Survey – fear of vehicle crime	<14%	To be in first quartile

BVPI 121	Further Targets	
	03/04	04/05
British Crime Survey – fear of violent crime	<15%	To be in first quartile

BVPI 189	Further Targets	
	03/04	04/05
Reassurance and quality of life*	No Target Set (NTS)	Not Appropriate

\*Comment: The aggregate results of a public survey distributed in Hythe, central Portsmouth, Newport and Farnborough stated that 18% of respondents always avoided going out alone because of the risk of being a victim of crime in the dark, whilst the figure was 2% for daylight. A target will be set once force data is available.

Note: > = Greater than < = Less than

# Appendix

## Reducing Crime

BVPI 120	Further Targets	
	03/04	04/05
British Crime Survey – level of personal crime	<7%	To be in first quartile

BVPI 120	Further Targets	
	03/04	04/05
British Crime Survey – level of household crime	<20%	To be in first quartile

BVPI 126	Further Targets	
	03/04	04/05
Domestic burglaries per 1,000 households (percentages detected in brackets)	<9 (>20%)	<9 (>20%)

BVPI 127	Further Targets	
	03/04	04/05
Violent crimes per 1,000 population. (percentages detected in brackets) *	<13.4 (>70%)	<13.4 (>70%)

BVPI 127	Further Targets	
	03/04	04/05
Violent offences committed by strangers per 1,000 population	NTS	NTS

BVPI 127	Further Targets	
	03/04	04/05
Violent offences committed in a public place per 1,000 population	NTS	NTS

\*The achievement of this target will contribute to the Home Office Public Sector Agreement on Robbery (part of PSA 1). Individual targets have been set for Portsmouth (<0.99 per 1,000, 25% detection) and Southampton (<1.4 per 1,000, 33% detection).

Note: > = Greater than < = Less than

BVPI 127	Further Targets	
	03/04	04/05
Violent offences committed in connection with licensed premises per 1,000 population	NTS	NTS

BVPI 127	Further Targets	
	03/04	04/05
Violent offences committed under the influence of an intoxicating substance per 1,000 population	NTS	NTS

BVPI 128	Further Targets	
	03/04	04/05
Vehicle crime per 1,000 population (percentages detected in brackets)	<10.7 (>10.5%)	<10 (>11%)

BVPI 153	Further Targets	
	03/04	04/05
(a) Percentage of reported domestic violence incidents where there was a power of arrest in which an arrest was made in relation to the incident, and (b) of these, what percentage involved partner-on-partner violence	See Force Performance Indicator F6	

Note: > = Greater than < = Less than

# Appendix

## Investigating Crime

BVPI 138	Further Targets	
	03/04	04/05
Number of PACE stop/searches of white persons per 1,000 white population (percentage leading to arrest in brackets)	NTS (>15%)	Not appropriate (>15%)

BVPI 139	Further Targets	
	03/04	04/05
Number of minority ethnic PACE stop/searches per 1,000 minority ethnic population (percentage leading to arrest in brackets)	As 04/05 (>15%)	Not appropriate* (>15%)

BVPI 141	Further Targets	
	03/04	04/05
Percentage of racially aggravated crimes detected	>58%	>60%

BVPI 129	Further Targets	
	03/04	04/05
Number of offenders charged, summonsed or cautioned for supply of (a) class A drugs per 10,000 population and the numbers which relate to (b) cocaine, (c) heroin	NTS	Awaiting publication of data by Home Office

BVPI 136a	Further Targets	
	03/04	04/05
Working with the CPS and the courts to narrow the justice gap by increasing the number of notifiable/recorded offences that result in a caution/conviction or 'taken into consideration' (TIC) by a court	New Performance Indicator**	

BVPI 136b	Further Targets	
	03/04	04/05
Percentage of notifiable offences for which a person has been charged, reported for summons, cautioned or the offence has been TIC by the court	>25%	To be in first quartile

\*The target is to conduct PACE stop/searches in exactly the same way irrespective of ethnic group of the persons searched. Stop/searches are monitored for this purpose. The measure per resident 1,000 population is published to maintain focus on equality but is not a good guide to possible ethnic bias.

\*\*The Home Office define 'brought to justice' as meaning a defendant who accepts a caution or is convicted by a court. Hampshire Constabulary will work to place defendants before the courts, recognising that justice may also be served by an acquittal.  
Note: > = Greater than < = Less than

## Promoting Safety and Security

BVPI 122	Further Targets	
	03/04	04/05
British Crime Survey - feelings of public safety	<17%	To be in first quartile

BVPI 132	Further Targets	
	03/04	04/05
Number of road traffic collisions involving death or serious injury per 1,000 population	<0.53	We accept DTLR * targets which include a 40% reduction by 2010

## Helping the Public

BVPI 191	Further Targets	
	03/04	04/05
Percentage of occasions when the police meet Immigration Service requests to help remove immigration offenders	100%	100%

BVPI 28	Further Targets	
	03/04	04/05
Police officers in operational posts (with appropriate definition of frontline policing)	>94%	>94%

Note: > = Greater than < = Less than

\* Department for Transport, Local Government and the Regions (DTLR)

# Appendix

## Resource Usage

BVPI 25	Further Targets	
	03/04	04/05
Percentage of minority ethnic police officers in the force, compared to the percentage of minority ethnic population in the force area of working age	>1.5%	>1.98% (percentage of minority ethnic population in Constabulary area)

BVPI 26	Further Targets	
	03/04	04/05
Average number of working days lost through sickness per police officer per year	<9 days	<8 days

BVPI 26	Further Targets	
	03/04	04/05
Average number of working days lost through sickness per support staff member per year	<9 days	<8 days

BVPI 29	Further Targets	
	03/04	04/05
Number of medical retirements per 1,000 officers	To be in first quartile	To be in first quartile

BVPI 29	Further Targets	
	03/04	04/05
Number of medical retirements per 1,000 support staff employees	To be in first quartile	To be in first quartile

Note: > = Greater than < = Less than

## Force Performance Indicators

F1 & F2	Further Targets	
	03/04	04/05
(F1) Total crimes per 1,000 population (F2) Percentage detected in brackets	To be in first quartile	To be in first quartile

F3	Further Targets	
	03/04	04/05
Percentage of full CPS files within time guidelines and FS (Fully Satisfactory) or SP (Sufficient to Proceed)	>75%	To be in first quartile

F4	Further Targets	
	03/04	04/05
Percentage of 999 calls answered within target times	>90% of calls answered within 10 seconds	>90% of calls answered within 10 seconds

F5	Further Targets	
	03/04	04/05
Percentage of responses to immediate response incidents within target times	>90%	>90%

F6	Further Targets	
	03/04	04/05
Percentage of domestic violence crimes where the offender is dealt with	>80%	>80%

F7	Further Targets	
	03/04	04/05
To be fully recruited to the funded level	3,750 officers	Target not yet known

F8	Further Targets	
	03/04	04/05
Homicide detections	100%	100%

Note: > = Greater than < = Less than

F1-F8 are local performance indicators that the force has decided to monitor in conjunction with Home Office performance indicators in order to give a full picture on performance.

