POLICE AND CRIME COMMISSIONER
FOR HAMPSHIRE

POLICE AND CRIME PLAN 2013-17

Updated 1 April 2015
FOREWORD

Welcome to the 2015 update of my Police and Crime Plan.

My first Police and Crime Plan was published in April 2013 after I was elected Police and Crime Commissioner for Hampshire and the Isle of Wight – it covered the period April 2013-March 2017.

The original Plan outlined my vision and priorities for policing and community safety across Hampshire and the Isle of Wight. This document is an updated version of that Plan and is my opportunity to reiterate my priorities and tell you about progress made to date against the promises I made to our communities when I took office – especially through my social change agenda.

Everyone has an interest in keeping Hampshire and the Isle of Wight a safe place to live, work and visit. I continue to be incredibly inspired by the contribution made by all partners and stakeholders who work in community safety and criminal justice in helping to ensure that this remains the case.

Chief Constable Andy Marsh has risen to the challenges I continue to set him since he took command of Hampshire Constabulary; most notably to build on the areas of excellence around the two counties, and to reduce crime even further and ensure that vulnerable victims feel able to report crimes to the police.

Through my original Police and Crime Plan I have been able to provide direction to the Chief Constable and hold him to account on behalf of the public. This updated version of the Plan will continue to challenge him to ensure that Hampshire and the Isle of Wight remain a place where people feel safe, crime continues to fall and victims are supported.

As Police and Crime Commissioner, I am committed to ensuring that the police and other partners are able to continue cutting crime and protecting the public. Through my commissioning powers and grants, I have been working with partners and stakeholders to ensure the safety of the community and that effective criminal justice is delivered. I intend to encourage greater co-operation in recognition of the fact that responsibility for creating safer communities does not lie solely with the police. I will strive to bring together those organisations that share the common goal of reducing crime and preventing reoffending. Indeed the current period of financial restraint makes it even more imperative that organisations work together to maximise outcomes for the communities we serve at minimum cost. I am in no doubt that organisations in the voluntary, community and social enterprise sectors also have a crucial role to play; through my commissioning function I fully intend to give you the opportunity to contribute to ensuring that the Hampshire Policing Area remains a safe place for all.

The actions in this plan have been driven by a wide range of views that have been collected through a series of public consultation activities and by speaking to other
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elected and community representatives. As shown in the Plan, some of the priorities may take slightly longer to achieve; I will do my best to ensure that the majority are delivered by the time my term of office ends.

[Signature block and date]
How to contact me - I am committed to being as accessible as possible to the public of Hampshire and the Isle of Wight; I can be contacted by the following means:

You can write to me at:  
The Office of the Police and Crime Commissioner for Hampshire  
St George’s Chambers  
St George’s Street  
WINCHESTER  
SO23 8AJ  

Or call me on:  
Telephone: 01962 871595  

Or e-mail me at:  
opcc@hampshire.pnn.police.uk

Alternatively you can contact me through social media on:  
Twitter: @HantsPCC  
Facebook: Police and Crime Commissioner for Hampshire  

Website:  
www.hampshire-pcc.gov.uk

If you require any part of this document in Braille, large print, or another language please contact the Office of the Police and Crime Commissioner on 01962 871595, or send an email to opcc@hampshire.pnn.police.uk
THE HAMPSHIRE POLICING AREA

Overview - The Hampshire Policing Area covers the two counties of Hampshire and the Isle of Wight and the two unitary authorities of Southampton and Portsmouth. In policing terms it is a very diverse area: whilst much of it is rural, it contains the vibrant cities of Southampton, Portsmouth and Winchester, as well as growing urban and suburban areas in the north. There are significant road and rail routes that run through the Area; a large airport at Southampton plus many smaller airfields across the Area; and a coastline that includes the ports of Southampton and Portsmouth as well as many coastal towns and villages that are the focus for much marine activity. Although most of the area is relatively affluent there are pockets of deprivation.

Demographic Information - Hampshire and the Isle of Wight have a combined population of just under 1.9 million\(^1\). Whilst the population is predominantly white (93.19%) there are significant black and minority ethnic groups\(^2\) in Portsmouth (11.68% of the population) and Southampton (14.22%). In addition, there is a significant Eastern European population across the Area and, in the north, a growing Nepalese community centred on Aldershot and Farnborough. The delivery of policing and crime reduction initiatives must be responsive to the changing demographic profile of the two counties.

Southampton and Portsmouth have a higher proportion of people in the 16-24 age range (18.91% and 17.76% respectively) when compared with Hampshire and the Isle of Wight (10.20% and 9.58%). Conversely there is a higher proportion of people aged 65 or over in Hampshire and the Isle of Wight (18.47% and 23.83%) compared to Southampton and Portsmouth (12.99% and 13.37%).

Portsmouth is the most densely populated city in England, outside Inner London, with 50.7 people per hectare. Over 85% of the area covered by Hampshire County Council is rural whilst 85% of the population live on 15% of the land, with the majority living on the south coast and the north of the county. This combination provides unique policing challenges.

A more detailed analysis of the demography of the Policing Area is shown in Appendix A.

Significant Factors Affecting Policing and Crime Reduction - In addition to the demographic factors outlined above, the Hampshire Policing Area includes other infrastructure that directly affects the delivery of policing and crime reduction services both at a neighbourhood and strategic level. These include:

- **Strategic Road Network** – there are major roads that provide fast and easy access to all parts of the Area; these are: M3, A3 (M), M27/A27, A303, A31, A34 and A35.

- **Marine Environment** – there are 190 miles of coastline bordering the English Channel, which includes two large international ports (Southampton and

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1. 2011 Census: Total population 1,897,991.
2. 2011 Census: Minority and Ethnic defined as Arab; Asian; Black; Mixed; Traveller; and Other.
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Portsmouth), as well as a myriad of smaller harbours and coastal rivers and inlets used predominantly by leisure craft.

- **Air and Aviation** – Southampton International Airport is the largest public airport in the Area while TAG Farnborough Airport caters for executive and private aviation travel. In addition, there are several smaller airfields ranging in size from Blackbushe Airport to privately owned airstrips.

- **Rail Network** – there are good rail links to the rest of the country, especially to London, which can be reached in just under an hour from Winchester.

- **Armed Forces Connections** – there are significant military facilities and installations across the Area and, to the west, in the Wiltshire Policing Area. These include the Army Headquarters in Andover, RAF Odiham, and the Naval port and other facilities in Portsmouth.

- **Rural Factors** – a key feature of the rural area is small villages and a comprehensive network of lanes and byways. Most of the rural area is given over to agriculture with other business diversification providing significant economic benefit. There are two national parks in the Area: the New Forest and the western end of the South Downs. In addition, there are many Areas of Outstanding Natural Beauty and Sites of Special Scientific Interest. Collectively these add impetus to a thriving tourist industry. This diverse landscape, and the aspirations of its residents, provide significant challenges to the delivery of policing services across the rural parts of the Area.

- **Miscellaneous** – there are other events that occur across the Policing Area that place specific drivers on policing delivery; these include sporting events, country shows, music festivals and other major events, such as Farnbourgh International Air Show.
SECTION 1 - MY VISION AND PRIORITIES

STRATEGIC VISION - PROTECTING PEOPLE AND PLACES

My vision is to make Hampshire and the Isle of Wight safer by:

- Improving community safety
- Cutting crime and re-offending

I believe that by inclusion, community co-operation and consultation we can work together to deliver those outcomes.

TRUST AND CONFIDENCE

Policing continues to come under public scrutiny particularly when national issues feature in the media. With this in mind, I want to ensure that the communities of Hampshire and the Isle of Wight have the utmost trust and confidence in their local police and in the values that they demonstrate. Legitimacy, and the accompanying trust in the police, lies at the centre of the relationship between the police service and local citizens. If people trust the police they will turn to them for help and also assist them in their role. Such legitimacy grows out of how the police treat people in all our diverse communities: victims; witnesses; offenders; suspects; young people; older people; visitors; local residents; and businesses. When the police are seen to be fair, maintaining their neutrality, making good judgements and treating people with dignity and respect, police legitimacy and trust increases.

The greater the trust the more effective the police will be in achieving their goals, and I will use my public programme of scrutiny, my Independent Custody Visiting scheme (ICV), Freedom of Information (FOI) and an open complaints system, to further improve transparency. This will assure the public of Hampshire Constabulary’s continued commitment to the highest ethical standard of policing practice.

MY PRIORITIES

One of my primary statutory responsibilities was to produce a Police and Crime Plan for the period 2013–2017. Following consultation this was published in March 2013; in it I clearly laid out my four strategic priorities:

- **Priority 1** - Improve frontline policing to deter criminals and keep communities safe
- **Priority 2** - Place victims and witnesses at the heart of policing and the wider criminal justice system

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- **Priority 3** – Work together to reduce crime and anti-social behaviour in your community
- **Priority 4** – Reduce re-offending

These priorities have helped to steer and focus the efforts of my team at the Office of the Police and Crime Commissioner, as well as within Hampshire Constabulary and our partners.

I am pleased to report that significant progress has been achieved in a number of the priority areas. In this updated plan, I intend to highlight some of our key achievements and also lay out my intended goals for the remainder of my term. I invite you to hold me to account for the successful delivery of this updated plan.

I recognise the changing landscape against which policing needs to be delivered and new emerging demands the Constabulary are facing, for example child sexual exploitation (CSE), terrorism, cyber crime and human trafficking. Notwithstanding these additional pressures, I am satisfied that my initial four strategic priorities will ensure that these emerging demands are addressed and should, therefore, remain as the key areas of focus until March 2017 – the period covered by this updated Plan.

During my term in office I have developed my statutory obligation to hold the Chief Constable to account by holding one to one meetings with him; Commissioner's Performance, Accountability, Scrutiny and Strategy (COMPASS) meetings held in public; and closed meetings, PROGRESS 21, with key representatives from our teams through which the Chief Constable reports on the progress being made on the Constabulary’s 21 commitments (detailed in Appendix C at the end of this Plan).

I have also been keen to use my influence as Police and Crime Commissioner to work with colleagues across Hampshire and the Isle of Wight to ensure wider partnership working. To this end, I have established the Hampshire and Isle of Wight Police and Crime Reduction Alliance, consisting of the leaders of local councils, Hampshire's Community Rehabilitation Company, a representative from the Clinical Commissioning Groups in the region, the Chair of Hampshire Fire & Rescue Service and the Constabulary’s Chief Constable. In addition, I have also established the Hampshire and Isle of Wight Community Safety Alliance, which consists of Chairs and Managers from the Community Safety Partnerships (CSPs) across the Area.

Finally, through my commissioning powers, I have been able to encourage, influence and support partnership working with key organisations locally that share my commitment to community safety and positive social change as identified in my priorities.
### PRIORITY 1 - IMPROVE FRONTLINE POLICING TO DETER CRIMINALS AND KEEP COMMUNITIES SAFE

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<th>Description</th>
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<tr>
<td><strong>Hampshire Constabulary</strong> has risen to the financial constraints imposed upon it by central Government since the 2010 Comprehensive Spending Review (CSR) - having to make £80m worth of savings. Successive cuts to the Police Main Grant received from the Home Office, coupled with ‘damping’ arrangements (that mean that Hampshire loses £10M when compared to the Grant formula) and a very low ‘cap’ on the amount of additional precept I can levy, have collectively meant that innovative ways of making those savings have had to be sought. These have largely been achieved by:</td>
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<td><strong>Delivering back-office and support functions</strong> through the H3 Partnership with Hampshire County Council and Hampshire Fire and Rescue Service. This has delivered £913,000 in annual recurring savings.</td>
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<td><strong>Working in collaboration</strong> with other forces to deliver a range of policing functions, most notably with Thames Valley Police to provide ICT functions, and a Joint Operations Unit covering roads policing, armed police officers, and dog handlers across the whole area, these collaborations have generated the following annual recurring savings:</td>
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<tr>
<td>- Joint Ops (Thames Valley Police) - £6.766m</td>
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<td>- ICT (Thames Valley Police) - £1.550m</td>
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<td>- Information Management (Thames Valley Police) - £539,000</td>
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<td>- Air Support (national) - £485,000</td>
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<td>- Scientific Services (Hampshire County Council) - £167,000</td>
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<td>The most recent area to be restructured is frontline policing: neighbourhood and prevention; response and patrol; and investigation. The Operational Change Programme (OCP), which is designed to save £25M, will be fully rolled-out from 1 April 2015; through it the Chief Constable has demonstrated that he has been able to meet the criteria I set:</td>
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4 ACPO defines the police front line as „those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law“. HMIC Policing in an age of Austerity
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- Every District will have a senior police officer leading dedicated Neighbourhood and Prevention Teams; in most cases that officer will be collocated in District and Borough councils and abstractions for the team will be kept to a minimum.
- District and Beat boundaries have been re-drawn to enable better partnership working with councils, more effective engagement with communities and other public sector partners, so that community safety matters can be dealt with more effectively.
- Services and interventions will be intelligence-led to better protect the most vulnerable in our communities, including children and adults who are at risk of violence or sexual exploitation.
- The most serious emergency calls will still result in police resources being deployed; other more low-level reports of crime and anti-social behaviour will be dealt with by telephone through the Resolution Centre and referral to more appropriate partner agencies.

A key component of effective crime reduction remains high quality investigative policing to ensure that, when crimes are committed, there is more certainty of those crimes being solved and the people responsible being held to account. Research on desistance\(^5\) from criminality indicates that the certainty of being caught is a more effective deterrent than the type of court sentence received. An increase in solved crime - in both urban and rural areas - also plays an important role in retaining public confidence in policing and keeping communities safe. Violence, theft and burglary are crimes that affect all our communities and will continue to be priorities for the police.

In addition, the geography and demography of the Hampshire Policing Area brings with it particular issues:
- Direct road/transport/sea/air links allow for easy access by criminals from outside the Area, e.g. drug dealers; rural crime opportunists; organised crime groups.
- Approx 77% of the population lives in urban areas, some of which are in the top quartile of the most deprived districts in England.
- The number, variety and size of black and minority ethnic (BME) communities is increasing, there is therefore a

need to have a police force that reflects the diversity of the population it serves.

- In 2014, as part of a national programme Her Majesty’s Inspector of Constabulary (HMIC) carried out an inspection of crime data integrity (CDI) within Hampshire Constabulary. The inspection process found that whilst the force was very focussed on the needs of victims, and demonstrated ethical practice, police officers were not always recording crime incidents according to the Home Office Counting Rules (HOCR).

_Crime Data Integrity Inspection of Hampshire Constabulary, November 2014:_

‘Within Hampshire Constabulary there is strong and committed chief officer leadership for crime data integrity with a consistent expectation of compliance with the NCRS and HOCR. A strong victim focus is also expected. pg 6

Most staff understand the message to record crime with integrity and the reasons for so doing, albeit we found pockets within the force that are less receptive to this message. There is no evidence of institutionalised performance pressure to record crime incorrectly. p12’

As a result the Constabulary have had to change their recording process, and there has been a local increase in crime numbers of around 4% since April 2014. It is anticipated that until all crimes are recorded in line with the HOCR there may be further increases in recorded crime.

As part of my scrutiny activities I will be asking for assurance that the rise in crime is in fact due to changes in recording and that there are no underlying issues that need to be addressed. I will also be asking the Chief Constable to ensure that, by April 2016, the Constabulary will have got to grips with their crime performance and Hampshire will once again be above average compared to similar forces.

<table>
<thead>
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<th>Key Issues</th>
<th>FUTURE POLICE FUNDING AND PRESSURES</th>
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<td>In its “Responding to Austerity” inspection report in 2014, HMIC assessed Hampshire Constabulary as the 6th most</td>
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6 Crime numbers between April 2014 to January 2015, as measured by Iquanta which is audited Police crime data compiled by the Home Office.
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cost effective force in England and Wales in terms of cost per head of population. The report went on to say:

“..Hampshire Constabulary has faced a difficult challenge. Although its savings requirement is broadly in line with other forces, Hampshire is a low-cost constabulary that spends less on policing and employs fewer staff and police officers than other forces. This means it has less scope for further savings...”

Notwithstanding that the percentage of the workforce employed in frontline roles has increased by 11%, and that current savings plans will achieve a reduction of £80M in the policing budget, the result since March 2010 has been a loss of nearly 1,500 officers and staff (which includes 783 police officer posts).

Much of these savings are being achieved through the Constabulary’s Operational Change Programme and my Estate Strategy. See Section 2 – Resources for more details.

I recognise that, not only do the communities of Hampshire and the Isle of Wight want to be safe; they also want to feel safe. Through my Community Safety Alliance, I am working with Community Safety Partners to ensure that the public feel assured and informed about their safety.

I continue to remain concerned about the future – there will come a time when traditional policing will become unsustainable because of the scale of cuts imposed by central Government on police funding. As PCC, I am working hard to ensure that these funding inequities are brought to the attention of the decision-makers in both Westminster and Whitehall, as well as the public who consistently express support for greater funding of their local police – with neighbourhood policing being a priority.

Stresses felt by the organisation include:

Real concern about whether further large reductions in crime can be sustained in the face of future budgetary constraint and changes to recording practice.

- For most organisations the change process has an impact on performance, staff morale and management capacity. Whilst the Constabulary is a well-led force that has responded positively to the organisational transformation brought about by the Operational Change Programme (OCP), and physical relocation of the Estates Programme, these programmes have had an impact.

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7March 2010 – 71%; March 2015 – 82%.
| **During 2013/15** | **• Engaged with other public sector partners and stakeholders to explore tasks being undertaken by Hampshire Constabulary that more properly lie elsewhere with the aim of freeing up police resources for their primary role.**

This has lead to some effective practice, for example the establishment of Operation Serenity - a partnership with the NHS that ensures people with mental health problems receive treatment rather than being taken into police custody. This partnership has led to a reduction in people using police custody as a place of safety from 700 in 2012/13 to 100 in 2014/15. |

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9 For example those involved with mental health with a view to ensuring that responsibility for detainees with mental health problems is assumed by the correct organisation(s). During 2012 >900 people were detained for mental health reasons; of these 450 were detained for more than 10 hours waiting for an NHS assessment.
## Protecting People and Places

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<th>Looking forward 2015/16</th>
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<tr>
<td>• Engaged with the voluntary, community and social enterprise sectors (VCSE) and other interested stakeholders to explore the enhanced contribution that those organisations can make to keeping our communities safer by increasing the number of multi-agency partnerships, including the Anti Trafficking Partnership, Domestic Violence Steering Group, and the Sexual Violence Steering Group, which have helped to drive an improvement in the range and quality of service provision for these vulnerable groups.</td>
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<td>• Explored with the Chief Constable how the percentage of the Constabulary employed in frontline roles could be increased to retain 200 personnel who would otherwise have left the organisation, ensuring that Hampshire Constabulary continues to have a high proportion its overall staff engaged in direct police duties.</td>
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<td>• My Assistant Commissioner (Policing and Safer Communities), Judy Venables, has led on the Implementation the Rural Crime Strategy drafted in collaboration with Hampshire Constabulary to ensure greater equality between solved crimes in rural and urban areas resulting in greater satisfaction in rural communities in relation to how crime is dealt with.</td>
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<td>• Undertook a review of the effectiveness of technology solutions used by the Constabulary and their impact on levels of crime and confidence which demonstrated the positive impact of new tools such as body worn video (BWV), mobile data technology, Automatic Number Plate Recognition (ANPR) and Electronic Witness Statements.</td>
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### Looking forward 2015/16

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<td>• To continue to scrutinise, support and challenge the overall performance of Hampshire Constabulary and hold the Chief Constable to account for his commitment to delivering my priorities and on progress made on delivering the Constabulary's 21 Commitments (Appendix C)</td>
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<tr>
<td>• To continue Hampshire Constabulary's status as an effective, low cost, high value, best practice-orientated police force as measured by HMIC</td>
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10 For example ANPR, Electronic Witness Statements, Body Worn Video and other innovations.

11 An evaluation of body worn video was carried out by the University of Portsmouth during the summer of 2013, and was published in March 2015. The evaluation showed BWV had a positive impact on crime and confidence. [http://www.port.ac.uk/media/contacts-and-departments/icjs/downloads/Ellis-Evaluation-Worn-Cameras.pdf](http://www.port.ac.uk/media/contacts-and-departments/icjs/downloads/Ellis-Evaluation-Worn-Cameras.pdf)
### Protecting People and Places

- Work effectively with Hampshire Constabulary to ensure that vulnerable people (e.g. people with mental health problems, children at risk of CSE) are safeguarded and referred to appropriate services.

- To ensure that Hampshire Constabulary continues to be a leader in addressing cybercrime and digital policing through sound leadership, appropriate partnerships and innovative practice.

- To positively work with HMIC, the Government and my fellow Police and Crime Commissioners to ensure that the inspection programme focuses on local needs and priority areas for improvement, and does not unduly burden forces with unnecessary bureaucracy.

### Long Term Outcomes

By the end of my term of office there will be:

- An increase in the proportion of police personnel engaged in frontline duties.

- An improved evidence-based outcome-focused policing service that is consistently delivered across both urban and rural areas.

- Improved crime data recording practices, leading to better intelligence and strategic analysis.

- A police service that operates in a range of buildings accessible to the public, housing a range of partners and providing a safe, high quality environment for victims, witnesses and those detained in custody.

### Success Measures

In line with developing notions about performance management, I will be moving away from numerical crime reduction targets\(^\text{12}\), focusing instead on the quality of service provision, therefore my success measure will be:

February 2016:

- Receiving a positive assessment by HMIC that endorses the quality, cost and effectiveness of Hampshire

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\(^{12}\) Written Evidence from Simon Guilfoyle [CST0026] Public Administration Select Committee (PASC) November January 2014
<table>
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<th>March 2016:</th>
<th>Constabulary.</th>
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<td>• Increasing the number of black and minority ethnic (BME) personnel across the whole of the extended police family that better reflects the general population of the Hampshire Policing Area based on the 2011 Census results.</td>
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<td>April 2016:</td>
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<td>• The Constabulary delivering its 21 commitments in line with agreed deadlines, targets and quality standards.</td>
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<td>• Increasing public understanding of plans and outcomes for the police estate through high quality engagement.</td>
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<td>• Improved crime outcomes in rural areas.</td>
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## PRIORITY 2 - PLACE VICTIMS AND WITNESSES AT THE HEART OF POLICING AND THE WIDER CRIMINAL JUSTICE SYSTEM

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| Crime almost always carries a human cost yet, despite some improvements in recent years, further work needs to be undertaken to ensure that consideration of the needs and wishes of victims and witnesses is at the core of policing and the wider criminal justice system.  

Although there are many examples of good practice, the service received by victims is not always determined by the seriousness of the crime or the vulnerability of the victim. Support must be focused on the needs of the individual to ensure that all victims and witnesses - particularly vulnerable victims - have the support that they need to cope and recover.  

Since the Police and Crime Plan was written responsibility for supporting victims and witnesses of crime - and the funding for providing such services -has been devolved from the Ministry of Justice to local Police and Crime Commissioners. My response has been to localise and develop a bespoke, Hampshire and Isle of Wight Victim Care Service (VCS), which came to fruition in April 2015. The VCS will be a gateway to the wide network of support agencies that are active in Hampshire and the Isle of Wight, as well as providing a direct service  

In addition, my office has worked closely with all partners to develop a number of new integrated planned services looking at the whole system of support for victims of sexual crime and domestic abuse across the whole of Hampshire and the Isle of Wight.  

In addition to the above contracts, funding will be made available to support local innovative evidence-based schemes and initiatives through the grants process. |

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<th>Key Issues</th>
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| Victim care: At the centre of the thinking behind the new VCS model is the belief that receiving appropriate and timely support can significant improve victims or witnesses chances of coping and recovering from the crimes they have been subjected to.  

In addition, we know that people who are vulnerable are more likely to be victims of crime and ASB, yet are less likely to report it, and will have a worse time in the criminal justice system. Crime and ASB will often have a more |
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profoundly negative impact on the life of a person who is vulnerable.

Domestic and sexual abuse: There are many examples of good practice among services for people who have experienced domestic and sexual abuse but there has been a lack of overall coherence and consistency, depending on where the victim lives rather than their needs.

Hampshire Constabulary generally does a good job with the initial handling of incidents and investigations, but improvements could be made to the way incidents are followed up. Similarly, when an investigation leads to prosecution, the criminal justice system frequently focuses on the criminal rather than the victim. This is evident in domestic abuse cases where many victims are not turning to the police or other statutory agencies for ongoing support. This issue was explored at my Domestic Abuse Conference (October 2013) and a series of recommendations were made to improve service delivery across Hampshire and Isle of Wight, which have consequently influenced my commissioning decisions in this area.

Mental health: People with mental health problems are particularly vulnerable within the criminal justice system, which could lead to a reluctance to report crime or become repeat victims.

During 2013/15

With a view to achieving the long-term outcomes a considerable amount of work has been expended in this area by my staff, the Constabulary and a broad range of partners (both statutory and voluntary). Some notable achievements and ongoing developments include:

- **Signing Victim Support’s five pledges to ensure that victims and witnesses needs are a priority.** I pledged to:
  1. Be open and accountable to victims and witnesses, seeking out and acting on their views.
  2. Ensure that victims and witnesses get the high quality help and support they need, when they need it.
  3. Make the police more victim-focused and more effective at meeting their needs.
  4. Give victims and witnesses an effective voice in the wider criminal justice system.
  5. Constantly work to develop new ways of delivering justice for victims

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13 Hampshire Constabulary – for the 12 months ending October 2012 71% of those surveyed were “completely, very or fairly satisfied” as a result of being kept informed.
14 Louise Casey – Victims’ Commissioner 2011.
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<tr>
<td>• Working with a range of partners to develop and commission a new <strong>Victim Care Service (VCS)</strong> based in Hampshire and the Isle of Wight. The VCS will be at the centre of a network of local support providers ensuring that victims receive support that is tailored to their individual needs, for as long as is needed, from the agency most suitable to provide it. In addition, the service is being extended to people who are victims of antisocial behaviour, and will make sure that vulnerable people who are victimised repeatedly will be identified and supported.</td>
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<td>• Becoming a full member of the Hampshire and Isle of Wight Local Criminal Justice Board (LCJB) and my Deputy PCC, Robin Jarman being appointed the Chair of the LCJB Victim &amp; Witness sub-group in 2014. This has enabled our victim-focused work to be integrated with key partner agencies and stakeholders.</td>
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<td>• Jointly hosted with the LCJB a three-day practitioner workshop event in 2013 involving 15 partner agencies, including the Constabulary, which identified 46 recommendations to improve the victim and witness experience of the criminal justice system. These recommendations are now being implemented by my team in conjunction with relevant partners and include enabling the victim’s voice to be heard and redesigning the Victim Care Service to better suit communities across Hampshire and the Isle of Wight.</td>
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<td>• Tasking the Constabulary with reviewing and improving their victim and witness support efforts, in particular to encourage the integration and tailoring of victim and witness care needs throughout Hampshire Constabulary.</td>
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<td>• Hosting a Victims Conference in November 2014 that focused on relevant national policies and the experience of victims. Notable speakers included Baroness Newlove, the National Victim Commissioner who spoke with immense passion. This event enabled me to report on progress made to date and influenced local partner agencies renewing and setting their own strategic priorities to incorporate victim related issues.</td>
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| • Ensuring the police estate supports the way victims and witnesses can be interviewed and have access to appropriate facilities across Hampshire and the Isle of Wight. This continues the drive to make the whole
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| Protecting People and Places | estate fit for purpose and ensure all our buildings are places that can deliver our services. |
|  |  |
|  | • Exploring the development of Restorative Justice (RJ) Conferencing to improve victim and offender outcomes. In 2013/14, I supported Eastleigh Borough Council to trial the use of Restorative Justice (RJ) Conferencing for incidents of anti-social behaviour. This pilot project has provided vital practical insight into frontline delivery of RJ and helped to shape and inform the development of a pan-Hampshire and Isle of Wight RJ Strategy.  |
|  | • Identifying the key issues and bring forward proposals to improve the handling of domestic abuse cases by the police and other criminal justice agencies in conjunction with partners and stakeholders. In October 2013, I hosted a Domestic Violence and Abuse Conference, which brought together 140 delegates from 60 organisations across Hampshire and the Isle of Wight. The areas of concern they identified have informed my Commissioning Plan and influenced my decisions on which organisations provide support that would best complement and progress this priority.  |
|  | • In addition, I have consulted with local communities, victims and partners in order to develop a range of appropriate sanctions to address anti social behaviour (ASB) through the Community Remedy Menu. These sanctions will be implemented by the Constabulary as part of the revised legislation on anti-social behaviour.  |

| Looking forward 2015/16 | During 2015/16 I will:  |
|  | • Hold Victims Voice forums in consultation with victims of sexual crime and those from BME groups. Every victim need is different so, in order to gain an understanding of the experiences and needs of victims.  |
|  | • I will continue to take a keen interest in Victim Satisfaction Data to ensure that victims of crime receive the high quality service they deserve from the police, wider criminal justice system and other service providers.  |
|  | • Continue to oversee and implement the 46 joint LCJ B/PCC recommendations to improve victim experiences within the CJS.  |
|  | • Work closely with the provider of the Victim Care Service to improve service delivery and identifying areas for  |
further enhancement.

- Work closely with Hampshire County Council to ensure the effective delivery of the Integrated Domestic Abuse Service Hampshire that will benefit children and families. Having one service specification will ensure victims of domestic abuse receive a consistent and quality service regardless of where they live in Hampshire. I am working closely with the Unitary Authorities and the Isle of Wight to ensure victims can access good quality services around Independent Domestic Violence Advisors (IDVAs), refuge and Community Outreach provision. This work will lead to an increase in IDVAs to support those at greatest risk of serious harm and death.

- Through the LCJB, I will bring forward and implement proposals designed to improve outcomes for victims of domestic abuse cases. The primary areas of focus being police custody, no further action (NFA) cases and court attrition rates.

- In accordance with the strong emerging evidence from Project Cara, a pilot educational workshops for low level domestic violence offenders improves outcomes for both the offender and victim; I will support the roll-out of Project Cara across Hampshire and the Isle of Wight.

- I am leading on a Sexual Crime Strategy, which will identify how best to support victims of sexual crime and help them through recovery. It is unacceptable that there are waiting lists for victims of sexual crime to access Independent Sexual Violence Advisors (ISVA) services and counselling. I will allocate funding into both these areas. I will also raise awareness and encourage joined up working around female genital mutilation (FGM) and child sexual exploitation (CSE).

- I will implement my Restorative Justice (RJ) Strategy, which will see the introduction and development of RJ approaches across the whole of Hampshire and Isle of Wight and build on the wide range of evidence-based and innovative approaches to RJ. Additional funding will be made available for new approaches to RJ to learn from, complement, and build on what is already in place.

- Alongside Hampshire Constabulary and several other statutory and voluntary organisations, I have set up a new Anti Human Trafficking partnership, which will identify where trafficking is happening and provide much needed support victims.
**Protecting People and Places**

<table>
<thead>
<tr>
<th>Long Term Outcomes</th>
<th>By the end of my term of office there will be a more coherent and individually tailored response for victims, both within Hampshire Constabulary and across the wide range of relevant partner agencies:</th>
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<tbody>
<tr>
<td></td>
<td>• To provide a service where victims and witnesses feel more involved and are confident that if they turn to the police or partner agencies, they will receive the appropriate level of care and support. I recognise that such improvements could lead to an increased reporting of crime. I would view this as a demonstration of public confidence that their crime will be taken seriously by the police – especially those victims who have been subjected to hate crime, domestic abuse, victims of historical abuse and sexual violence.</td>
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<tr>
<td></td>
<td>• An increase in Independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs) who ensure the safety of those at greatest risk of serious harm and death.</td>
</tr>
<tr>
<td></td>
<td>• The ‘Victim Voice’ strategy will ensure that victims views are heard, listened to, and will inform future commissioning and service development.</td>
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</table>

<table>
<thead>
<tr>
<th>Success Measures</th>
<th>• To ensure that, by April 2016, there is an improvement in the percentage of victims stating that they are ‘very or fairly satisfied’ with the service they receive from Hampshire Constabulary and the newly commissioned Victims Care Service.</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>• Increase in reports of traditionally under-reported crimes – especially domestic violence, hate and sexual violence offences.</td>
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<td></td>
<td>• A decrease in the satisfaction gap between mainstream and BME victims of crime.</td>
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<tr>
<td></td>
<td>• Reduction of victim and witness attrition from the criminal justice system.</td>
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Protecting People and Places

PRIORITY 3 - WORK TOGETHER TO REDUCE CRIME AND ANTI-SOCIAL BEHAVIOUR IN YOUR COMMUNITY

**Description**

The Crime and Disorder Act 1998 made it a statutory duty on responsible authorities to work in partnership with other local agencies and organisations to develop and implement strategies to tackle crime and disorder, including anti-social behaviour and other behaviour adversely affecting the local environment, as well as the misuse of drugs and alcohol in their area. The resources available to Community Safety Partnerships (CSPs) and other partners, have reduced as a result of the 2010 Comprehensive Spending Review (CSR), and many of those in the district and borough council areas are investigating how they may reconfigure themselves in order to maintain their focus and effectiveness.

I have a statutory duty to scrutinise, support and challenge partners commissioned to provide services; this extends to CSPs. Moreover I believe it is important that, on your behalf, I hold the partnerships to account for their performance and ensure that your local police and partner agencies are properly focusing on the problems that affect your community at a local level. In response to the commitment I made to community policing in my original Police and Crime Plan, in April 2015 the Constabulary rolled out its Operational Change Programme (OCP), which will ensure that neighbourhood policing is at the heart of local communities in Hampshire and the Isle of Wight.

I have also recently established two forums to help me with this latter aspect:

- **The Police and Crime Reduction Alliance** comprising the Leaders of the 4 top-tier local authorities, the Chair of the Hampshire Fire and Rescue Authority, as well as the Chief Constable and representatives from the Community Rehabilitation Company and the health sector. The Alliance provides a top-level forum in which I can engage with strategic partners on matters relating to policing and the reduction of crime, ASB and re-offending, most particularly with the aim of planning services and allocating resources in a co-ordinated manner.

- **The Community Safety Alliance**, which comprises the Chairs of the 12 CSPs across Hampshire and the Isle of Wight, allows me to hear, at first-hand, the risks, priorities and emerging issues that they face so that opportunities for closer working can be achieved and reflected in funding decisions.
Since 2013-14 responsibility for disbursing the Community Safety Fund (approximately £1.5M) has been delegated to PCCs by the Home Office. In consultation with CSPs, I continue to strive to understand the challenges they face and examine their effectiveness at resolving them. At the same time, I want to work to improve liaison and contact between CSPs across the Hampshire Policing Area so that ideas and examples of ‘best practice’ can be shared. I continue to work with CSPs to get a sound understanding of their strategic assessments, which explain the rationale behind their local priorities, to ensure that decisions are founded on a robust as possible evidence base.

Further to this, and in recognition of the desire to do ‘what works’ in preventing and reducing crime, I will encourage and support CSPs to embrace the available proven evidence concerning the ‘targeting of place and people’ with the aim of implementing a geographically targeted and co-ordinated campaign to reduce crime and anti-social behaviour in their most deprived and vulnerable areas.

The restructuring of frontline policing under the Operational Change Programme demonstrates the continuing commitment and support to the work of CSPs. The aligning of policing District boundaries to those of the unitary authorities and to District and Borough councils, and the associated aligning of Beat boundaries to clusters of electoral Wards, means that there is a direct link between Neighbourhood policing and local community leaders.

Overall these changes mean that it will be easier for local communities to contribute to the setting of priorities for issues that are important to them. The sharing of information between partners will be improved as a result of these changes, and better and more efficient use can be made of resources.

In support of making improvements to both communication and access to meaningful, timely, consistent, and accurate data from which detailed information and trends can be extrapolated, I have honoured my commitment to support the Hampshire Information Management Suite (IMS) (currently comprising Crime Reports, Command Central and SafetyNet). In order to build on its use by 107 partner organisations, I have provided funding to both address issues resulting from its initial implementation and to look at how it can remain up to date with developments in digital technology. Together this will continue to maximise its potential with regard to transparent and effective partnership working, reducing and preventing crime and anti-social behaviour, and managing risk and vulnerability.

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### Progress update during 2013/15

**Protecting People and Places**

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<tr>
<th>During 2013/15, the Office of the Police and Crime Commissioner:</th>
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<td><strong>a)</strong> Engaged with each CSP to identify and select an area in which an evidence-based and targeted campaign can be implemented;</td>
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<tr>
<td>As a primary partner with any local campaign and owing to the significant demands being placed on the Constabulary, especially their Operational Change Programme, this ambitious goal has not, as yet, been completed. During 2015/6, I will focus my efforts on a number of priority CSPs, which will remain an ongoing commitment for the remaining period of this plan.</td>
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<td>Notwithstanding the above, a great deal of engagement and work with CSPs has occurred. In terms of establishing governance, a recent development has seen the introduction of the Police and Crime Reduction Alliance chaired by me with key stakeholders drawn from across Hampshire and Isle of Wight. The aim of this important strategic meeting is to share information and data and gain a better understanding of pan-Hampshire issues, with a view to identifying opportunities for improving the co-ordination of service delivery.</td>
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<td>In addition, I am jointly funding with Hampshire County, Havant Borough, Hampshire Fire and Rescue Services, Health and the Constabulary an exciting Havant Communities project. The intention is to scope and trial new ways of working to improve both outcomes for the public and overall efficiency.</td>
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<td><strong>b)</strong> Explored with Hampshire Constabulary the most effective means of engaging with every neighbourhood:</td>
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<td>As part of the OCP, a review of neighbourhood policing delivery has led to the creation of 95 neighbourhood areas. The Constabulary has also acknowledged inconsistent levels of engagement with neighbourhood communities and the setting/resolution of local community priorities. During 2014, the Constabulary established a common expected standard for such engagement and in 2015, have implemented a training programme for all neighbourhood officers accordingly.</td>
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<td><strong>c)</strong> Ensured the Constabulary and partners continue to focus on and prioritise matters of road safety:</td>
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To further improve road safety I have already committed £135,000 to support Speedwatch schemes across Hampshire and the Isle of Wight. Speedwatch enables Neighbourhood Policing Team and local community volunteers to work together to reduce speeding in their local areas. Twelve new schemes are already in place.

d) **Building crime out of communities through crime prevention design advice:**

I continue to deliver an effective service not only to all the public sector service providers but also to developers to ensure that the design and construction of new developments are safe places to live. I continue to work to ensure that this service is cost effective and returns investment through fee earning opportunities with developers.

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<tr>
<th>Looking forward 2015/16</th>
<th>During 2015/16, I will engage with other public sector partners and stakeholders to set up new collaboration arrangements:</th>
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<td></td>
<td>• Continue to engage with CSPs and the Constabulary – primarily through my Community Safety Alliance - to identify and select areas in which an evidence-based and targeted campaign can be implemented.</td>
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<td>• Continue funding organisations that are committed to preventing ASB through intervention or diversion schemes through my Commissioning Plan.</td>
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<td>• Host a county-wide conference on ASB to ensure all parties are working collaboratively to prevent ASB and help perpetrators change behaviour.</td>
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<td></td>
<td>• Through the Youth Commission, continue working with young people to educate and differentiate between social and antisocial behaviour and address the need for them to have safe places to socialise and express themselves. Outcomes from conversations with young people will be shared with key partners, including the Constabulary, local councils, residents associations and Neighbourhood Watch.</td>
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<td></td>
<td>• Continue to work with the jointly funded multi-agency Havant Transformation Project Communities Project that aims to improve access to services, outcomes and reduce demand for services.</td>
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### Protecting People and Places

- Monitor and ensure the Constabulary meets expected standards of neighbourhood engagement, increase the number of diverse communities officers they engage with and who are able to influence the delivery of local policing priorities.
- Support and develop better information sharing between agencies and work with partners to establish a new approach to crime analysis.
- Develop match funding arrangements with CSPs to ensure ‘buy-in’ and that the OPCC funding is granted in line with local priorities.
- In recognition of the fact that 1 in 3 road accidents in Hampshire involve people driving whilst at work, I will support the development and introduction of new online driver awareness training for local companies and their staff via the Blue Lamp Trust Charity.

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<tr>
<th>Long term outcomes</th>
<th>By the end of my term of office there will be:</th>
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<tr>
<td></td>
<td>Effective and coherent delivery of evidence-based interventions to reduce crime and anti-social behaviour at the neighbourhood level under the auspices of CSPs.</td>
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<td>A consistent approach to police engagement across all 95 neighbourhoods with the aim of generating commitment from local residents and partners in the delivery of local community policing priorities.</td>
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<td>More consistent and effective use of information sharing to support the reduction of crime and anti-social behaviour, and managing risk and vulnerability, in local communities</td>
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<th>Success measures</th>
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<td>Increase in the number of joint ASB reduction partnership projects in the most deprived boroughs in the County.</td>
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<td>Improved engagement with diverse communities to ensure that they are able to influence ASB priorities in their local areas.</td>
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<td>Protecting People and Places</td>
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<tr>
<td>• Increased number of partnerships, organisations and local authorities taking part in information sharing arrangements</td>
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### PRIORITY 4 - REDUCE RE-OFFENDING

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<th>Description</th>
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<td>The traditional approach to reducing offending, specifically the arrest, prosecution of offenders through the Courts, and use of custodial sentencing, represents a huge cost to the public purse(^\text{16}). While I accept that prison is the only option for some, I also recognise that prisons are full to capacity and not the best solution for all offenders. Breaking the cycle of reoffending is critical; over 60% of frequent offenders, who receive less than 12 months custodial sentence, are back in prison within 2 years. Notwithstanding the focus on the use of custody, the renewed focus on Integrated Offender Management and the introduction of payment by results under the Transforming Rehabilitation Agenda, coupled with the closure of some courts and prisons, and reduced public sector budgets, suggest that it is appropriate to consider some alternatives. I have been doing this and will continue to explore new areas. It is now generally accepted that Restorative Justice (RJ) can and should be integrated into the criminal justice system as a complementary process that improves the quality, effectiveness and efficiency of justice as a whole(^\text{17}). Evaluation of three pilot schemes concluded that RJ delivered decreased re-offending rates, and substantial satisfaction with the process and outcomes on the part of both victims and offenders participating in all three schemes(^\text{18}). I am committed to working with criminal justice partners, agencies from the VCSE sector, and our communities to explore the development of such alternatives. Of course, the enforcement of the law is the primary role of the police and I would like to see greater engagement with the local community with a view to delivering speedier more accessible justice, especially for high volume but low-level offending. The use of restorative interventions, enhanced case management and proven evidence-based approaches should be considered, with a view to improving outcomes for victims and when appropriate keeping people out of the formal Criminal Justice System.</td>
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16 It costs >£40K to keep one person in prison for one year.
## Key Issues

### Youth Offending

In recent years too many young people have been criminalised by our criminal justice system. There is a need for targeted earlier intervention, a wide range of diversionary opportunities, and greater use of restorative interventions that could improve victim outcomes and offender rehabilitation. In recent years significant reductions in the number of young people entering the system have been achieved. I will work with the Youth Offending Teams, Youth Crime Prevention staff, and others involved with reducing youth offending to ensure that this trend continues across the whole of Hampshire and Isle of Wight and that the most effective and efficient services are delivered.

During my election campaign, I signed The Howard League pledge and I intend honouring the commitment to “consult young people, including young people in contact with the criminal justice system” throughout my period as your Commissioner.

### Adult Offending

In my initial Plan I acknowledged the success of the multi-agency co-located Integrated Offender Management (IOM) teams located across Hampshire and the Isle of Wight and I used my commissioning budget to support the retention and development of such an approach. In doing so I recognised the potential impact of the Government’s Transforming Rehabilitation strategy which has seen the division of probation into two elements: The National Probation Service continues to manage higher risk offenders who have received sentences of twelve months and above, and the introduction of a new private Community Rehabilitation Company (CRC) to deal with all low and medium risk offenders. During the course of 2013/15, I have been actively engaged with these enforced national developments with a view to ensuring that the local concerns of all interested agencies were appropriately communicated to the Ministry of Justice.

We now know that Hampshire and the Isle of Wight will be served by the Purple Futures partnership. I have met with their Chief Executive and meetings are planned for further engagement with their senior representatives. I believe it is vitally important that we foster a positive constructive relationship with the CRC and work together to preserve ‘what works’ in terms of offender management. Indeed, in support of this stance I guaranteed robustly monitored PCC funding during the transitional period and recently extended this by an additional twelve months.
Protecting People and Places

to allow for strategic discussions to be held over the way forward, based on evidenced need.

To help break the cycle of domestic abuse, we need to focus on intervening to stop serial perpetrators of domestic abuse reoffending in order to help protect victims. I am committed to expanding Project Cara, a randomised controlled trial supervised by the University of Cambridge that is testing the efficacy of Conditional Cautions and impact of educational workshops for low level offenders of domestic abuse. With a 60% reduction in offending, the pilot has provided strong evidence that this form of intervention can change behaviour and reduce reoffending.

The Troubled Families initiative has demonstrated real value in helping those households facing difficulties. This approach has, in some areas, challenged traditional working practices and repeatedly demonstrated that the focused co-ordinated efforts of a few can make a real difference to people’s lives. I wish to congratulate the local teams for their efforts and I am certain that the recent expansion of this programme will enable more families to benefit.

Owing to funding constraints most, if not all, public services have had to make difficult decisions. However, one positive outcome that has emerged from all partners across the public sector is the desire to work more collaboratively and efficiently. I am certain there are further improvements we can jointly make towards improving the reduction of reoffending across Hampshire and the Isle of Wight.

Today, many voluntary and statutory services are understandably focussed on crisis-driven activities. Notwithstanding these challenging fiscal times, I will identify, and where possible support, opportunities for earlier intervention. By addressing issues early, I am certain we can reduce future offending behaviour.

Serious & Organised Criminality

Dealing with serious and organised crime is the ‘invisible’ side of policing that stretches from the national down to the neighbourhood. Organised crime is a serious problem that has a human impact locally every day in both urban and rural communities. Many organised criminals have a global reach and a local presence. About half of all organised criminals are involved in the illegal drugs trade, human trafficking, fraud and money laundering, and acquisitive crime that ranges from armed robbery to large scale vehicle theft. Many are involved in more than one
crime type. As new opportunities arise, such as cybercrime, organised criminals will be quick to take advantage\textsuperscript{19}. Much of this is encapsulated in the Strategic Policing Requirement. Hampshire Constabulary has a flexible and effective response to tackle these individuals and over the years has had significant success with the investigation and prosecution of such criminals.

Notwithstanding this success, we know that across our two counties there are still a number of determined criminals engaging in organised crime who live amongst our communities; targeting and apprehending them requires a co-ordinated police effort. Neighbourhood police teams should know who these criminals are to contribute to the overall intelligence picture. Similarly, as they travel across geographic boundaries, I want to ensure that police forces are sharing intelligence and contributing to preventing offending.

\begin{tabular}{|l|p{1\textwidth}|}
\hline
\textbf{During 2013/15} & \textbf{Alternative Disposals:} \\
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I explored with partners and stakeholders the use of alternative disposals, including Restorative Justice, which can be implemented across the Hampshire Policing Area with the aim of reducing re-offending in both young and adult offenders. A great deal of progress has been achieved in this area. Working with the national charity Victim Support and with support of the Ministry of Justice, I introduced a new Victim Awareness Course for low-level volume crime offenders. This national pilot was launched in February 2014 and is a not-for-profit venture whereby the offender pays to attend a short educational course and is encouraged to reflect on the impact of crime and impact on victims. All monies are reinvested into Victim Support. The course is being independently evaluated by the University of Portsmouth\textsuperscript{20} and early results indicate increased satisfaction from victims and positive feedback from offenders. I am also pleased to report that this innovative course has since attracted considerable interest from a large number of other police forces and in time is likely to be offered across the whole country.

\textbf{Community Remedy:} \\
During the summer of 2014, I invited the public to participate in the development of the new Community Remedy. I received a large number of responses, which helped shape the content of the Community Remedy Menu, which

\textsuperscript{19} Home Office 2011 – Local to Global: Reducing the Risk from Organised Crime.

\textsuperscript{20} http://whatworks.college.police.uk/Research-Map/Pages/ResearchProject.aspx?projectid=228
Protecting People and Places

will be implemented by the Constabulary and offer victims resolution of their case through being able to choose from a range of tactical options. This approach will become embedded across Hampshire and the Isle of Wight during 2015.

Youth Offending

- Do ‘what works’ in relation to earlier targeted intervention by supporting the continued use and development of diversionary programmes and other evidence-based innovations, such as the Community Peer Court pilot which was introduced in Hampshire in 2014.

This new approach enables young people who have committed a minor offence to be judged by peers of their own age with the aims of making them think seriously about their offence, diverting them from the criminal justice system and deterring them from future offending. Based on a highly successful US model, I am pleased to report that this pilot has attracted considerable interest - both nationally and internationally. In March 2014, the Secretary of State for Justice and Lord Chancellor Chris Grayling joined me in Southampton for a briefing on the pilot. I will continue to monitor this trial with a view to rolling it out further across our two counties.

- Working with the Constabulary, I have also agreed a new refined list of tactical Out of Court disposals for frontline police officers. This approach, which is designed to reduce reoffending and divert people away from the criminal justice system, will also be rolled out during 2015/6 and linked to the new Community Remedy.

- As a result of feedback from the Youth Commission’s Big Conversation, I launched Be Part of the Solution, a youth engagement campaign that encouraged young people demonstrate that they can be part of the fight against crime, can be victims and witnesses to crime as well as the perpetrators and want their relationships with the police and local community to improve and for any barriers that prevent this happening to be removed.

- I have tasked Hampshire Constabulary to draft a Youth Strategy that ensures an adequate focus on preventing...
## Protecting People and Places

<table>
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<td>crime and reducing reoffending among young people – especially those who are most vulnerable to becoming the victims or perpetrators of crime.</td>
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<tr>
<td>- My team will engage with the four Youth Offending Teams that cover the Hampshire Policing Area, and other relevant partners, to develop effective interventions and programmes that reduce the number of young people entering the criminal justice system.</td>
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</table>

### Adult Offending

- Engage with relevant partners to support and improve the overall effectiveness of Integrated Offender Management (IOM).

- During 2013, I hosted a stakeholder forum which drew all the local key experts together to ensure that Integrated Offender Management (IOM) and the impact of the Transforming Rehabilitation Programme was fully understood locally. Local concerns were aired and I produced a joint written submission for the Ministry of Justice, which was presented to all the potential bidders for the Hampshire Community Rehabilitation Contract. I also hosted an Advisory Panel consisting of key local stakeholders for the Ministry of Justice representatives to engage with. Through my involvement, local partners were able to highlight that supporting and developing IOM across Hampshire and Isle of Wight should be a key requirement for the contract evaluation stage.

- Ahead of the Transforming Rehabilitation Programme being implemented in March 2014, I jointly hosted a Reducing Reoffending Conference with the High Sheriff of Hampshire. This drew together a panel of international experts and led to the formal submission by me of a White Paper to the Justice Select Committee calling for fresh and innovative approaches to managing offenders, providing more effective preventative solutions and alternatives to overcrowded prisons. I am pleased to report that the Committee subsequently took forward a number of our views and Recommendations to the House of Parliament.

- During 2013/15, I supported a positive assertive outreach service that works with the most challenging of “high risk” offenders living in our communities and reduce the re-offending of this cohort group. We will...
establish if this is identifying a serious gap in service provision and if so I shall be looking to extend this form of service across the whole of Hampshire and Isle of Wight, in the context of IOM, MAPPA and TR.

- During 2013/15, my office met with teams from Troubled Families, whose work is making a significant difference locally. I am pleased that the expansion of this approach will see more families supported. I am particularly interested in the unique approach being undertaken in Paulsgrove in Portsmouth, which following extensive local research, is seeking to truly embrace the early intervention prevention agenda with a view to identifying and supporting people at a far earlier juncture. This brave new way of working will take time to evidence results but could show the way for many other public services, and has been indentified as national good practice.21

- Explore how I can more effectively support drug and alcohol services by working with local authorities to develop Active Recovery Communities.

- Encourage a ‘what works’ evidence-base to reduce offending: I have invested in a range of pilots focused on reducing reoffending, such as Victim awareness Course, Community Peer Court, Community Remedy, Operation Cara and a Restorative Justice ASB pilot, which will be robustly evaluated. Looking ahead I will ensure that any further initiatives, especially any earlier intervention preventative work is similarly able to stand scrutiny with a view to establishing if the approach works.

**Serious & Organised Crime**

- Review the approach used by Hampshire Constabulary to reduce the threat from organised criminals through Operation Fortress, a multi-faceted drugs and firearm enforcement operation, which is targeted against organised criminality. It has delivered impressive results and been nationally acknowledged as good practice. Following consultation with the Constabulary, I agreed to fund expansion of the Operation for the whole of our police area.

In recognition of the increasing reports of human trafficking, Laura Franklin, my Assistant Commissioner based on the Isle of Wight, has taken the lead in this area.

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21 https://www.gov.uk/government/case-studies/troubled-families-portsmouth
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<tr>
<th>Looking forward 2015/16</th>
<th>During 2015/16 I will:</th>
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<td></td>
<td>• I will work with Hampshire Constabulary to ensure the <strong>Community Remedy Menu</strong> is embedded across our communities.</td>
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<td>• I will be using commissioning monies in 2015 for the introduction and development of a tiered <strong>Restorative Justice</strong> approach across the two counties. This will include the design and trial of a unique online restorative approach to address volume offending and linked to the new Community Remedy.</td>
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<td></td>
<td>• In line with my early intervention and prevention agenda, <strong>Youth Offending Teams</strong> (YOTs) provide a vital service for young offenders. In recognition of the fact that each of the YOTs work independently, I will seek to establish if my staff should enhance their role, beyond our commissioning responsibilities, with the oversight and development of their work.</td>
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<td>• I will continue to engage, support and if necessary challenge the performance of Purple Futures the Hampshire <strong>Community Rehabilitation Company (CRC)</strong>. Working closely with the Ministry of Justice I will monitor delivery of their contractual obligations.</td>
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<td>• <strong>Troubled Families</strong>: I will continue to liaise and where possible support this approach and will use my influence to encourage those responsible for safeguarding young people to work together to ensure that young people identified as being in troubled families are receiving the best diversionary support available.</td>
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<td></td>
<td>• <strong>Domestic Violence</strong>: I will continue to work with partners to develop and implement new integrated specifications for the whole network of Domestic Abuse services. I will agree a pan-Hampshire approach to working with perpetrators of Domestic Abuse and will extend Project Cara across the whole Force area.</td>
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<td>• <strong>Community Peer Court</strong>: I will closely monitor and evaluate this innovative pilot and consider introducing</td>
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*Protecting People and Places*
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<td>High Risk Offender management: I shall extend the assertive outreach programme service for high risk offenders across the whole of Hampshire and Isle of Wight to ensure that I am doing all I can to protect people and places.</td>
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<tr>
<td></td>
<td>Organised Crime: In addition to monitoring the Constabulary performance in this area I will also be seeking to improve the sharing of information across all Hampshire and Isle of Wight-based public sector agencies. I will also be liaising with our bordering police force areas and beyond to ensure those active across our region are being actively pursued.</td>
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<thead>
<tr>
<th>Long term outcomes</th>
<th>By the end of my term of office there will be:</th>
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<tr>
<td></td>
<td>Fewer young people entering the criminal justice system.</td>
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<td></td>
<td>Reduction in the number of low to medium risk adult offenders in prison with Restorative Justice efforts directed towards victim satisfaction and improved rehabilitation of the offender.</td>
</tr>
<tr>
<td></td>
<td>A focused and relentless pursuit of those serious and organised criminals who represent the largest threat to our communities.</td>
</tr>
<tr>
<td></td>
<td>An effective and integrated approach to offender management joining up key strategies, such as integrated offender management (IOM), Multi Agency Public Protection Arrangements (MAPPA) and the local implementation of the Transforming Rehabilitation Agenda.</td>
</tr>
<tr>
<td></td>
<td>A coordinated approach to identifying, assessing, managing and reviewing perpetrators of domestic abuse.</td>
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</tbody>
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<thead>
<tr>
<th>Success Measures</th>
<th>As a result of the Transforming Rehabilitation Programme, much of what I plan to achieve in this priority relates to new initiatives that are still under development. I have, however, set firm outcomes for 2015-16 onwards that include:</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Reduction in the level of reoffending by offenders managed within IOM arrangements</td>
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<tr>
<td></td>
<td>Increased number of offenders entering treatment through the criminal justice system.</td>
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### Protecting People and Places

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|   | - Increased number being managed by IOM, MAPPA or CRC arrangements  
|   | - Reduction in the level of domestic violence perpetrators reoffending as a result of accessing programmes  
|   | - Reduction in the number of first time entrants to the Youth Justice System.  |
CURRENT NATIONAL INITIATIVES AND PROGRAMMES

In addition to my own priorities, there are several national initiatives and programmes that I will take into account when carrying out my duties and responsibilities. An overview of those that are currently in place is provided below:

STRATEGIC POLICING REQUIREMENT

Section 77 of the PRSR 2011 requires the Home Secretary to issue a Strategic Policing Requirement (SPR); this was duly issued on 31 July 2012. PCCs and chief constables are required to have regard to the SPR in exercising their respective roles.

The SPR focuses on those areas where government has responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality and in support of the work of national agencies such as the National Crime Agency (NCA). It does not cover areas where chief constables and PCCs are able to make effective local risk assessments.

The Home Secretary has engaged closely with policing and other partners to develop the SPR. It sets out her view of the national threats that the police must address and the appropriate national policing capabilities that are required to counter those threats. In 2012, the threats indentified were:

- Terrorism
- Organised Crime
- Public Disorder
- Civil Emergencies
- Cyber Threats

In 2014, HMIC recommended that the SPR should be regularly reviewed and updated. In response the Home Office updated published new guidance in March 2015.

In the most recent SPR guidance, the Home Secretary has included Child Sexual Abuse (CSA) as a threat of national importance. There has been a dramatic increase in the number of recent and historical reports and it is felt that ‘a cohesive, consistent and national effort’ is required to safeguard children from harm.

The indentified threats stretch from the local to the national (often incredibly quickly and dynamically) and require a response that is rooted in local policing, with local forces playing their part on the local, the regional and the national stage. A full version of the SPR can be found at http://www.homeoffice.gov.uk/publications/police/pcc/strategic-policing-requirement
Protecting People and Places


I can confirm that I have paid due regard to the SPR and the national threats that it articulates in setting this Plan and the associated budget for the Chief Constable, and will continue to do so throughout my tenure. In undertaking the restructuring necessary to deliver £80M of savings the Chief Constable has ensured that Hampshire Constabulary remains configured to make an appropriate contribution to the national and regional policing effort in relation to the identified national threats.

My own governance arrangements ensure that, when making any decision about force resources, I am required to take into account the impact of that decision on regional and national capability, and I am also represented on the Constabulary’s SPR Governance Board.

ACPO CRIMINAL RECORDS OFFICE (ACRO) AND ACPO VEHICLE CRIME INTELLIGENCE SERVICE (AVCIS)

Along with Police Staff and assets I own ACRO and AVCIS, both of which deliver capability at the national level in their respective areas of responsibility. Both are “lodger” units under operational command of other forces. I hold a surety for each to mitigate any risk associated with my responsibilities.

TROUBLED FAMILIES PROGRAMME

Troubled families are those that have problems and cause problems to the community around them, putting high costs on the public sector. Central Government is committed to working with local authorities and their partners to help 120,000 troubled families in England turn their lives around by 2015 with the aim of ensuring that the children in these families have the chance of a better life, and at the same time bring down the cost to the taxpayer. The government is increasing local authority budgets by £448 million over 3 years on a payment by results basis. The Troubled Families Programme includes:

- Getting children back into school
- Reducing youth crime and anti-social behaviour
- Putting adults on a path back to work
- Reducing the high costs these families place on the public sector each year

One of the key elements of the Troubled Families Programme is to encourage local authorities to work with families in ways the evidence shows is more effective, including joining up local services.

Across the Hampshire Policing Area, 3,155 Troubled Families have been identified. I am committed to supporting the Troubled Families Programmes across the

22 HCC – 1600; Southampton – 685; Portsmouth – 555; IOW – 315.
Hampshire Policing Area as, collectively, the Programmes offer considerable potential to reduce offending, improve inter-agency service delivery, and make efficiencies by using resources to best effect.

In March 2015, the Department of Communities and Local Government (DCLG) announced that 105,671 families had benefitted from the Troubled Families Programme, meaning that the government was well on its way to meeting the 120000 families target outlined above.

As a result of this success the government agreed an five year expansion of the Troubled Families programme seeking to target a further 400,000 families in need.

**SAFEGUARDING CHILDREN**

I will exercise my duty to hold the Chief Constable to account in relation to the safeguarding of children, addressing child sexual exploitation and the promotion of child welfare under provisions contained in both the Police Reform and Social Responsibility Act 2011 and the Children Act 2004\(^{23}\). As a relevant partner, I will cooperate with local authorities and other relevant partners with a view to improving the wellbeing of children in the policing area. I will ensure that any functions that I discharge will have regard to the need to safeguard and promote the welfare of children.

**ALCOHOL STRATEGY**

In line with their new Public Health responsibilities, each of the 4 upper tier Local Authorities Alcohol Strategy aligned to the national strategy with outcomes focussed on minimising the risks, harms and costs caused by alcohol to individuals, families, communities, business and public services, through:

- Better education and communication
- Improving health and treatment services
- Combating alcohol related crime and disorder
- Working with the alcohol industry

The effects of alcohol on people’s lives must not be under-estimated.

I am a member of the four Health and Wellbeing Boards which enables me to encourage and support initiatives that will minimise the effects of alcohol on levels of crime, the night-time economy (NTE) and anti-social behaviour.

**ANTI-SOCIAL BEHAVIOUR LEGISLATION**

A new anti-social behaviour bill was passed in 2015 which gives flexible and more effective powers to local authorities. The Bill includes two important new measures to help focus the response to anti-social behaviour on the needs of victims:

- **Community Remedy**: an out of court process for dealing with low-level crime and anti-social behaviour that is transparent to victims and the public, with fair, proportionate and meaningful punishments. Dealing with low-level crime out of

\(^{23}\) PRSR 2011 s1 (8) (h) and Children Act 2004 s10 and 11.
court (either as part of an informal community resolution or a more formal conditional caution) means victims get justice more quickly, and the offender has to face immediate consequences for their actions.

- **Community Trigger**: will give victims and communities the right to require agencies to deal with persistent anti-social behaviour that has previously been ignored. The Trigger could be activated by a member of the public, a community, or a business if repeated complaints about anti-social behaviour have been ignored.

In 2013-14, I consulted with local communities, victims and partners in order to develop a range of appropriate sanctions that I have published as a Community Remedy Menu for the Hampshire Policing Area and will be implemented by Hampshire Constabulary.

During 2014/15 the process of implementing the new sanction began. New closure powers were used in Rush moor in regard is to a shop selling legal highs and the new dispersal powers are being used. A local Community Trigger Process has been agreed and is in place, though it has yet to be activated.

**PERFORMANCE AND SCRUTINY**

I am only able to judge the success of my priorities by integrating a robust performance management, research and scrutiny capability into my team. Through this capability, I can report back on performance and progress to the communities across the Hampshire Policing Area, the Police and Crime Panel and service providers.

This function scrutinises all aspects of the performance of Hampshire Constabulary against their 21 Commitments, as well as identified in my Delivery Plan, which tracks progress made on my four priorities. The development of these additional measures has formed part of the ongoing developmental work undertaken by my Performance, Policy and Scrutiny function. As part of my overall performance and governance framework, I also monitor the performance of the partners whose work I fund through my Commissioning Plan to ensure that investment is achieving the priorities identified in the Plan.

The performance and scrutiny function is dependent on having access to meaningful, timely, consistent, and accurate data from which detailed information and trends can be extrapolated. The Information Management Suite24 (IMS) - currently comprising CrimeReports, Command Central and SafetyNet - has been developed with funding from 18 partners25 across the Hampshire Policing Area and provides an integrated suite of applications that provide information on crime and anti-social behaviour to both the general public and practitioners. I remain committed to ensuring its use –

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24 Managed by the Hampshire and Isle of Wight Community safety Information Management Board.
or that of an alternative - within my performance and research capability to ensure a continually improving evidence based approach.

**During 2013/15:**

I further improved the Performance and Scrutiny capability within the OPCC including examining how data can best be collected and accessed and explored how I may best support the existing partnership Information Management Suite in order to maximise its use across the Hampshire Policing Area.

I held regular Commissioner's Performance, Accountability, Scrutiny and Strategy (COMPASS) meetings as a means of publicly holding the Chief Constable to account on his delivery of the PCC's priorities. These meetings take place every quarter, cover different themes that are of interest to the public, and are recorded and broadcast via my website. Ahead of every COMPASS meeting, members of the public are invited to attend and submit questions related to that theme.

At the end of 2014, I also held the first Progress 21 meeting, which is the Police and Crime Commissioner's formal 'closed' (i.e. not open to the public) meeting with the Chief Constable and which presents a useful opportunity to challenge the Constabulary's performance and delivery on its 21 Commitments (Appendix C). They help me monitor the Constabulary's effectiveness at implementing their action plans, measure impact and assess readiness for external inspection. These meetings take place quarterly, four to six weeks before meetings of the Police and Crime Panel, enabling outcomes from the scrutiny meetings to be reported at Police and Crime Panel meetings.

**Annual Report**

Every year, I produce an Annual Report to demonstrate progress made against this Plan. Each report is presented to and reviewed by the Police and Crime Panel, published online and in print.
SECTION 2 - RESOURCES

FINANCE, RESOURCES AND VALUE FOR MONEY

Achieving my priorities and targets is dependent on having adequate resources, and for there to be prudent financial management to maximise available funding and to ensure value for money service delivery solutions. As stated in the Policing Protocol Order 2011:

“..the PCC is the recipient of all funding, including the government grant and precept and other sources of income, related to policing and crime reduction and all funding for a force must come via the PCC. How this money is allocated is a matter for the PCC in consultation with the Chief Constable, or in accordance with any grant terms. The Chief Constable will provide professional advice and guidance…”

For this reason, the strategic planning process is inextricably linked to the financial planning process.

<table>
<thead>
<tr>
<th>MONTH</th>
<th>STRATEGIC PLANNING CYCLE</th>
<th>FINANCIAL PLANNING CYCLE</th>
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<tbody>
<tr>
<td>Apr – Jun</td>
<td>• Strategic Assessment process begins</td>
<td>• Anticipate announcement on Government Grant</td>
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<td></td>
<td>• Scope partners and stakeholders plans, priorities and objectives</td>
<td>• Develop early view of 4 year Medium Term Financial Strategy (MTFS)</td>
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<td></td>
<td>• Develop and publish the consultation and engagement programme</td>
<td>• Develop multi-year proposals to close funding gap whilst maintaining top-quartile performance</td>
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<td></td>
<td>• Budget monitoring to track delivery of in-year savings</td>
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<tr>
<td>Jul – Sep</td>
<td>• Force Control Strategy and National Intelligence Model</td>
<td>• Refine MTFS including scenarios and proposals from Strategic Planning Cycle</td>
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<tr>
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<td>• Engage with the public</td>
<td>• Continue budget monitoring to track delivery of in-year savings</td>
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<tr>
<td>Oct - Nov</td>
<td>• Engage with the public</td>
<td>• Continue refining the MTFS</td>
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<td>• Continue budget monitoring to track delivery of in-year savings</td>
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<tr>
<td>Dec</td>
<td>• Start target setting process with partners and stakeholders</td>
<td>• Police and other Grants notified by Government</td>
</tr>
<tr>
<td></td>
<td>• Engage with the public</td>
<td>• Finalise MTFS</td>
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<tr>
<td></td>
<td></td>
<td>• Continue budget monitoring to track delivery of in-year savings</td>
</tr>
<tr>
<td>Jan</td>
<td>• Draft Police and Crime Plan</td>
<td>• Council Tax Precept rate proposed to Police and Crime Panel</td>
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Protecting People and Places

<table>
<thead>
<tr>
<th>Council Tax precept</th>
<th>Feb</th>
<th>Mar</th>
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<tbody>
<tr>
<td></td>
<td>• Draft Police and Crime Plan</td>
<td>• Finalise Police and Crime Plan</td>
</tr>
<tr>
<td></td>
<td>• Finalise target setting with police and partners</td>
<td>• Engage with the public</td>
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<tr>
<td></td>
<td>• Engage with the public</td>
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<tr>
<td></td>
<td>• Agreed Council Tax Precept rate notified to billing authorities</td>
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Medium Term Financial Strategy 2015-16 to 2018-19

The Medium Term Financial Strategy (MTFS) is a key part of the budget setting process and supports my long term planning capability as well as that for the Chief Constable, partners, and other stakeholders. The MTFS based on a Council Tax Precept of 1.99% for 2015-16 is attached at Appendix B. Across the Hampshire Policing Area the medium term financial landscape will continue to be significantly affected by central Government decisions regarding funding. The current period of austerity is predicted to continue at around 2020 and has had a major influence on my Plan.

Efficiency Measures

The 2010 CSR, coupled with the Government’s wider austerity measures and the overall economic climate, have required the Constabulary to deliver a fundamental transformation programme which has reviewed all aspects of the delivery of policing functions in order to deliver £55M savings over the period of 2010/11–2014/15, from an overall gross budget of circa £350M in 2010-11.

A strategy was agreed which aimed to fast-track savings over the initial two-year period in order to build up a Transformation Reserve which could be used to meet the ‘costs of change’, mainly investment in IT and redundancy costs in order to deliver the long-term efficiencies required to close the budget gap. The total value of savings delivered over 2011-15 is £52.5M; of this total savings of £54.033M; with a further £2.548M to be achieved for 2016/17, presenting a very strong achievement of a challenging change programme.

Success in delivering the necessary efficiencies has resulted from the identification of new ways of delivering policing, focussing mainly on mobile technology, collaboration with Thames Valley Constabulary and the pursuit of joint working with other public sector organisations. A business case has also suggested that further efficiencies can be delivered by providing internal Corporate Services shared with Hampshire County Council and Hampshire Fire and Rescue Service in order to improve quality and resilience as well as delivering savings.
Protecting People and Places

For the financial years 2017/18 and 2018/19 it is anticipated that a further £25M of the annual revenue budget will need to be removed, early work has again commenced in order to provide time and capacity to plan and deliver the savings predominantly as a result of the Constabulary’s Operational Change Programme (OCP). This programme is designed to improve frontline services and reduce demand with a major restructure across the Constabulary taking place during January-March 2015. Initially, there will be more police officers than necessary in order to support and embed the new operating model with reductions phased until March 2017, which meets the necessary financial reductions.

Reserves and Financial Stability 2013-19

I have published my Reserves Strategy as part of my Medium Term Financial Strategy, as the use of reserves is an important aspect of my financial stewardship. I currently have usable reserves projected to be circa £50M by 31 March 2015 that is earmarked for:

- Managing the Constabulary’s Change Programme
- Mitigating risk
- Supporting the procurement of large capital equipment items
- Supporting targeted policing operations
- Self insurance

Although I predict that my overall level of reserves will reduce to around £18M by 2017-18, largely because the Constabulary’s current Operational Change Programme is planned to be complete by then, I will continue to place funds into reserve where possible to ensure that I have sufficient one-off resources to provide an adequate level of financial stability.

Capital Programme 2013-17

My Capital Programme includes my Estates Change Programme, investment in technology, body worn video and the vehicle replacement programme.

Estates Change Programme

The police estate continues to require significant investment to ensure that it is fit for purpose, and provides both employees and the public with the infrastructure necessary to deliver policing in the 21st century. Included in this Programme are: improved neighbourhood police stations; new and refurbished custody suites, a strategic police headquarters partnered with Hampshire Fire and Rescue Service:

- During 2014/15, I approved the strategy to deliver the Estates Change Programme. Assets that will no longer form part of the police estate have
been identified and their capital values assessed to enable me to be able to fund an improvement programme at no cost to the public.

- A key element of this reinvestment strategy has been the sale of both Alpha Park and Police Headquarters.
- Designs for the new Police Investigation Centres in Basingstoke and Portsmouth have been agreed; the provision of 142 new cells with all the associated custody provision that began with the completion of Southampton Central Police Station is now planned to be complete during early 2017.
- Grant funding in excess of £1m has been secured for the move to a Strategic Joint Headquarters, between Hampshire Constabulary and Hampshire Fire and Rescue Service, that has been further boosted by a further grant allocation to HFRS of £2m. This project is expected to complete in October 2015.
- Our partnership programme continues with five new bases being completed across Hampshire and the Isle of Wight.
- Several existing police stations are to be completely refurbished. Portswood Police Station in Southampton was the first to be refurbished with several others to follow.

**COMMISSIONING - MY VISION AND HIGH LEVEL STRATEGY**

I have a statutory duty to engage local partners to commission prevention work that will directly influence the crime rate in the medium term. A key mechanism by which this can be achieved is through the commissioning of services and interventions, as part of my powers under section 143 of the Anti Social Behaviour, Crime and Policing Act 2014.

During the latter part of 2012, Deloitte were contracted to produce a vision and high level strategy for the Hampshire PCC; this work included consulting with partners across a wide range of delivery organisations and groups. I have used my commissioning strategy and the subsequent plan that followed to foster long term partnerships with key stakeholder organisations. I will continue to ensure that the views and needs of the public, victims, witnesses and offenders are appropriately reflected in my commissioning strategy. Grants and any monies awarded will be subject to conditions that enable effective performance monitoring and ensure value for money.

My vision for commissioning continues to be:

Building on the foundations of existing high quality commissioning activity across the Hampshire Policing Area to drive new levels of integration to meet the needs of the public, victims, witnesses and offenders.
Using commissioning to focus chiefly on investment in preventative services. The medium term aim will be to reduce the burden on police and other agency resources by confronting the root causes of crime and disorder.

During 2013/15, I developed methodologies to clearly demonstrate how investment in prevention can make an impact across the community and my priorities and those of partners.

Prioritising local need and define it using locally acquired evidence. I will work closely with a wide range of stakeholders to confront strategic priorities across the Hampshire Policing Area including: drug and alcohol abuse; youth offending; domestic abuse; and rehabilitation through effective offender management.

During 2013/15, I allocated £150,000 to CSPs to support victims of ASB and, via my commissioning decisions. I am currently funding a broad range of services and projects in support of this priority in consultation with CSPS to ensure local expertise is fully integrated into funding decisions and that services will be well targeted.

I also created appropriate governance structures for co-ordinating responses to criminal justice issues and to enhance partnership working at a strategic level.

Actively pursuing joint commissioning opportunities with partners to maximise outcomes; this will include investigating relevant financial and budgeting models.

During 2013/15, I built an internal commissioning capability engages and works with commissioners in other stakeholder organisations. In parallel, I explored options for new performance contracting models such as Payment by Results (PbR) with the aim of introducing these in selected areas in the medium term if relevant to the outcomes sought.

In developing my strategy, I have taken some principles as binding:

- the focus on need and outcomes;
- the development of high levels of confidence between partners; and
- the adoption of an evidence led approach

I am aware that the election cycle may strongly influence behaviour and the appetite for experimentation thus inhibiting the development of a shared longer-term vision. I will, however, work to overcome this with the aim of creating a commissioning environment that can endure beyond my first term. To do this, my strategy is built on five key principles:

- Iterative - my approach to commissioning activity will build on existing good practice, particularly in areas where the high concentration of need has already compelled agencies to be genuinely collaborative. I will focus on expanding delivery
Protecting People and Places

across the Policing Area through models and providers that have a proven track record of success.

- **Flexible** - I will balance the need for strong governance and financial controls with a willingness to let providers decide how local outcomes are achieved; I do not intend to audit provider method.

- **Robust management capabilities** - effective commissioning depends on strong governance, and performance measures that demonstrate the impact of commissioned services against defined outcomes. High quality and effective financial management is a cornerstone of this management capability; I will ensure that appropriate mechanisms are put in place to monitor performance in this area.

- **Active communications** - strategic communication and engagement is core to business planning and operations by helping to define need, evaluate procurement options, understand business drivers and the priorities of relevant stakeholders. It can engender trust at both an organisational and local level. I will ensure that comprehensive communications are maintained with co-commissioners, providers and service users from the outset.

**Intelligence and data sharing** - high quality data is vital for good planning and performance management. I will work to ensure that organisational silos are broken down and that legislation on data sharing is not used unnecessarily as a reason for not working co-operatively in this area. My Police and Crime Reduction Alliance will play a key role in this area.

**Collaborative working**

I will continue to support collaborative working by Hampshire Constabulary with other police forces where this is appropriate to improve the effectiveness and efficiency of service delivery.

Collaboration arrangements currently in place include:

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<th>NATIONAL</th>
<th>REGIONAL</th>
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<tr>
<td><strong>SERVICE</strong></td>
<td><strong>PARTNER FORCE</strong></td>
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<td>National Police Air Service</td>
<td>Joint Operations Unit</td>
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<td>Joint ICT Department</td>
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<td>Contact Management</td>
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<td>Witness Protection</td>
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<td>Ops and Technical Support</td>
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26 Put in place under authority of Police Act 1996 s23
In addition to collaborative working arrangements with other police forces, the Constabulary also works in partnership with other public sector organisations, an example of which is the Scientific Services laboratory shared with Hampshire County Council.

- During 2013/15 I reviewed all collaboration arrangements currently in place to ensure that they are providing the communities of Hampshire and the Isle of Wight with the best possible service at the best possible cost.

**COMMUNICATION AND ENGAGEMENT**

As a publicly elected representative, it is important that I am communicating with the communities I represent across Hampshire and the Isle of Wight. To aid this, I am committed to identifying and refining the policing and crime reduction priorities across the Hampshire Policing Area; ensuring the continuous improvement of levels of policing service delivery; and for holding the Chief Constable to account on their vision for Hampshire Constabulary through consulting and engaging with the public.

I am proud to support the good work of a range of organisations that share my commitment to protecting people and places as expressed in my priorities. The projects that I support through funding are also supported through a programme of active communication and engagement. Through raising awareness, I am able to provide reassurance to the public, as well as receiving feedback from local communities on the service being provided – both by the police and partners engaged in preventing crime and disorder, and protecting victims and witnesses.

In order to consult and engage with the public, including victims and witnesses, I have to make use of a wide range of media formats, formal meetings, conferences, traditional and social media. I am keen to promote on-line engagement and interaction between local communities, police and other agencies, such as the Hampshire Alert service, with a view to promoting safer communities and better understanding.

As part of my commitment to consult and engage with a wide cross section of the communities across the Hampshire Policing Area, I have signed The Howard League’s pledge to consult young people, including young people in contact with the criminal justice system, when developing my Police and Crime Plan. I have done this as part of the development of this Plan and will continue to do so as part of my intention to set up an independent public engagement forum made up of a broad cross section of representatives from the communities of Hampshire and the Isle of Wight. I will ask members of the forum to provide me with their views and opinions on a number
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of important issues related to policing and crime to help influence my decision making process.

During 2013/15:

- I developed and published my communication and engagement strategy.
- I consulted the public to gauge the preparedness to increase the policing element of the Council Tax.
- I hosted over 50 engagement events, held 50 Youth Commission ‘Big Conversations’ with young people and met approximately 4,500 people. I held three conferences on domestic violence, reducing reoffending and ensuring victims are at the heart of the criminal justice system.
- Facilitated and published outcomes from the Youth Commission’s Big Conversation, which led to me challenging Hampshire Constabulary to devise a Youth Strategy, and launched the Be Part of the Solution youth campaign via bepartofthesolution.org.uk.

Investment in Technology

The continued investment in Mobile Data Technology (MDT), which allows police officers and PCSOs to be more visible in their neighbourhoods, helps to reduce crime levels, frees-up officer time and minimises bureaucracy, is critical if we are going to ensure quality policing despite continuous and unprecedented cuts to policing budgets. Other technological innovations are being trialled to assess their effectiveness in reducing crime and disorder, examples include: Electronic Witness Statements; Body Worn Video cameras; and Mobile Finger-printing.

- During 2013/15 I undertook a review of the use of technology within Hampshire Constabulary to assess its effectiveness (See Section 1 for details). The report was published in March 2015.
SECTION 3 - PARTNER AGENCIES AND OTHER KEY STAKEHOLDERS

In order to achieve the priorities in my Police and Crime Plan and discharge my wider responsibilities as PCC, it is critical that I engage with a wide range of partner agencies and other key stakeholder groups. Outline details about the major organisations are provided below.

Police and Crime Panel

The Hampshire Police and Crime Panel (PCP) was formed to hold the Police and Crime Commissioner (PCC) for Hampshire to account. The Police and Crime Panel is made up of representatives from each of the Local Authorities in the Hampshire Police area, which includes the cities of Portsmouth and Southampton, the Isle of Wight as well as Hampshire County Council and the 11 Borough and District authorities within it. Two non-political members of the Panel are also appointed to add to the collective spread of experience and knowledge.

Meeting formally around four times per year, the PCP will be able to examine and make recommendations on various aspects of the Commissioner's activity, in particular powers include:

- To review the draft Police and Crime Plan
- To scrutinise the Commissioner's Annual Report
- To review and scrutinise decisions and actions by the Commissioner's
- To review and veto the Commissioner's proposed Council Tax precept levels
- To review the Commissioner's Conduct - the PCP can suspend the PCC if they are charged with two year imprisonable offence and report to IPCC, however they cannot remove the PCC.
- To confirm the Chief Constable's appointment.
- To appoint an acting Commissioner, if required

In early 2014 the Hampshire Police and Crime Panel agreed to introduce proactive scrutiny sessions to their work-programme. Proactive scrutiny is in addition to the statutory duties outlined above. The scrutiny sessions are an opportunity for the Police and Crime Panel to examine topics related to the Police and Crime Plan in depth, make recommendations. Proactive scrutiny topics to date include:

- 4th of July 2014: Rural crime
- 3rd October 2014: Youth offending
- 23rd of January 2015: Victims and witness
- 10 April 2015: Mental wellbeing and policing

The Panel will agree the 2015/6 Scrutiny Programme in April 2015.
Hampshire Constabulary - Hampshire Constabulary provides policing services across the whole of the Hampshire Policing Area. It is the second largest non-metropolitan police force\(^{27}\) in England and, as at January 2013, it consisted of 3,517 police officers, 2,393 police staff, 353 police community support officers (PCSOs), 604 Special constables and 612 volunteers. Policing services delivered by the Constabulary include: Neighbourhood Policing; Serious Crime Directorate (comprising Hampshire Major Investigation Team; Public Protection Unit, Scientific Services, Special Branch); Marine Unit; Roads Policing Unit; Dog Support Unit. Hampshire Constabulary is a statutory partner on each Community Safety Partnership. More details about Hampshire Constabulary are at [http://www.hampshire.police.uk/internet](http://www.hampshire.police.uk/internet).

Fire and Rescue Services - the Hampshire Policing Area is served by two Fire and Rescue Services:

- **Hampshire Fire and Rescue Service (HFRS)** - is a statutory partner on every CSP within the county. Whilst HFRS is commonly recognised for providing emergency response capabilities, it also takes an active role in working with other partners to tackle activities within the community which lead to arson and other fire-setting behaviour. Arson, deliberate fire setting, and other similar anti-social behaviour has become an increasing problem within all areas of society. The financial cost to the British economy resulting from such behaviour currently stands in excess of £55 million per week in addition to the considerable personal and financial losses suffered by the victims. By working with other agencies HFRS aim to contribute to reducing anti-social behaviour and criminal damage by arson. Where this does occur HFRS investigates the causes of these fires and pursues those responsible in conjunction with the police. Further details about HFRS can be found at [www.hantsfire.gov.uk](http://www.hantsfire.gov.uk).

- **Isle of Wight Fire and Rescue Service (IOW FRS)** - is a statutory partner on the Isle of Wight CSP and has been at the forefront of a number of partnerships designed to meet locally identified risks and needs including: youth engagement; targeting the most vulnerable communities; and leading on the Strengthening Families agenda. The IOW FRS also has responsibility for Emergency Planning across the island and for Road Safety education. The latter is a key area of risk locally and as such the island’s Road Safety Partnership is highly active and has seen some great successes. A wide range of risks are managed by the IOW FRS, many of which are increased by virtue of being an island. Further details about IOW FRS can be found at [www.iwight.com/fire](http://www.iwight.com/fire).

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\(^{27}\) The largest non-metropolitan police force is Thames Valley Police.
Local Government – across the Hampshire Policing Area there are three single-tier Unitary Authorities: Southampton; Portsmouth and the Isle of Wight. The remainder of the Area is covered by Hampshire County Council and 11 district and borough councils; at a local level there are more than 260 town and parish councils. There are also 33 town and parish Councils on the Isle of Wight. The Unitary Authorities and Hampshire County Council all provide a range of criminal justice related services to their communities addressing: alcohol and drugs misuse; anti-social behaviour; mental health and wellbeing; sex and violent offenders.

Community Safety Partnerships - Each unitary and two-tier authority is required by statute\(^\text{28}\) to have its own Community Safety Partnership comprising responsible authorities that work together with other local agencies and organisations to develop and implement strategies to tackle crime and disorder, including anti-social and other behaviour adversely affecting their local environment as well as the misuse of drugs and alcohol in their area. More recently responsibility for undertaking Domestic Homicide Reviews has been placed on Community Safety Partnerships.

The Hampshire and Isle of Wight Community Rehabilitation Company (CRC), Purple Futures – The CRC supervises offenders in the community, those subject to a court order and those released from prison on licence.

As a company their role is to:
- Protect the public
- Reduce reoffending
- Ensure proper punishment of offenders
- Ensure offender awareness of the effects of crime on victims and the public
- Rehabilitate offenders

The Hampshire and Isle of Wight Community Rehabilitation Company works with a range of partners to achieve the aim of tackling the root cause of an offender's behaviour. The CRC was created on 1st June 2014, as part of the government’s Transforming Rehabilitation programme, delivering effective Offender Management in Hampshire and IOW, as well as providing a wide range of Offender Services, many in collaboration with partner agencies, including local authorities, Hampshire Police and a wide range of voluntary sector providers.

The National Probation Service

The National Probation Service is the statutory criminal justice service that supervises high-risk offenders released into the community. This includes offenders who have served sentences of over twelve months.

Their responsibilities include:

- Pre-sentence reports for courts to influence sentencing decisions.
- Assessing prisoners before their release into the community, and supervising those on license.
- Updating victims where appropriate

The National Probation Service aims to protect the public by the effective rehabilitation of high risk offenders, by tackling the causes of offending and enabling offenders to turn their lives around.

**Health & Wellbeing Boards** - Health & Wellbeing Boards are responsible for improving the lives of local people by making it easier for health, adults and children’s social care and wellbeing services to plan and buy better services; together they provide a key focus for promoting the health and wellbeing of those who live, work and visit their area. Across the Hampshire Policing Area there are 4 such Boards covering the geographic areas of:

- Hampshire County Council
- Southampton City Council
- Portsmouth City Council
- Isle of Wight

Each Health & Wellbeing Board has its own website through which further details can be obtained.

**HM Courts & Tribunals Service** - HM Courts & Tribunals Service was created on 1\textsuperscript{st} April 2011 as one integrated agency providing support for the administration of justice in courts and tribunals. HM Courts & Tribunals Service is an agency of the Ministry of Justice. It uniquely operates as a partnership between the Lord Chancellor, the Lord Chief Justice and the Senior President of Tribunals as set out in the Framework Document. The agency is responsible for the administration of the criminal, civil and family courts and tribunals in England and Wales and non-devolved tribunals in Scotland and Northern Ireland. It provides for a fair, efficient and effective justice system delivered by an independent judiciary. HM Courts & Tribunals Service aims to ensure that all citizens receive timely access to justice according to their different needs, whether as victims or witnesses of crime, defendants accused of crimes, consumers in debt, children at risk of harm, businesses involved in commercial disputes or as individuals asserting their employment rights or challenging the decisions of government bodies. More detail can be found at [http://www.justice.gov.uk/about/hmcts](http://www.justice.gov.uk/about/hmcts).

**Crown Prosecution Service** - The Crown Prosecution Service is responsible for prosecuting criminal cases investigated by the police in England and Wales. The CPS
Protecting People and Places

exists to ensure that wrongdoers are brought to justice, victims of crime are supported and that people feel safer in their communities. CPS Wessex serves Hampshire and the Isle of Wight as well as Wiltshire and Dorset. It is divided into three areas with offices at several locations across the Hampshire Policing Area. CPS Wessex runs a Scrutiny and Involvement Panel across its whole area and a Hate Crime Scrutiny Panel for each of the counties it supports. More details about CPS Wessex can be found at http://www.cps.gov.uk/wessex/introducing_cps_wessex/.

HM Prison Service - HM Prison Service serves the public by keeping in custody those committed by the courts. Their duty is to look after them with humanity and help them lead law-abiding and useful lives in custody and after release. After the closure of Kingston Prison (planned for April 2013) there will be 3 prisons in the Hampshire Policing Area and one Immigration Removal Centre. More information about HM Prison Service can be found at http://www.justice.gov.uk/about/hmps.

Voluntary and Community Social Enterprise (VCSE) Sector - across Hampshire Policing Area there are hundreds of voluntary and community organisations that provide services related to my overall remit. Some of these are regional or local branches of national organisations, others are established to focus on issues pertaining to a small local area. Key functions to which I have to pay due regard are:

- Victims services
- Witnesses services
- Offender management
- Restorative justice
- Drugs and alcohol misuse
- Crime prevention
SECTION 4 – GOVERNANCE ARRANGEMENTS

INTRODUCTION

The Police Reform and Social Responsibility Act 2011 (PRSR 2011) introduced a fundamental change in the policing landscape of England and Wales. One of its key elements was the reform of policing accountability, replacing Police Authorities with elected Police and Crime Commissioners.

The PRSR 2011 states that upon taking office I must prepare a Police and Crime Plan in consultation with the Chief Constable and issue it as soon as practicable²⁹ after it has been reviewed by the Police and Crime Panel³⁰. The responsibility of creating a Plan is solely mine; I cannot delegate this function.

My Plan is an important mechanism for me to communicate my vision for my term of office to the public (including victims of crime), the police, the Police and Crime Panel, key criminal justice partners and other partners (such as the voluntary and private sectors).

My role as the PCC is to ensure that the policing needs of the communities in Hampshire and the Isle of Wight are met so that people feel safe, and have confidence in and satisfaction with the services provided by the police. I will do this by ensuring that Hampshire Constabulary is appropriately equipped and is efficient and effective.

I have the legal power and duty to:

- Set the strategic direction and objectives of Hampshire Constabulary through the Police and Crime Plan, which must have regard to the Strategic Police Requirement set by the Home Secretary.
- Scrutinise, support and challenge the overall performance of Hampshire Constabulary, and other partners commissioned to provide services, including against the priorities I set in the Plan.
- Hold the Chief Constable to account for the performance of the Force’s officers and staff.
- Decide the budget, allocating assets and funds to the Chief Constable, set the Council Tax precept for the Hampshire Policing Area, and award crime and disorder grants.
- Appoint the Chief Constable.
- Remove the Chief Constable³¹.

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²⁹ Section 5(2): The Police and Crime Plan must be issued as soon as practicable after the commissioner takes office and before the end of the financial year in which the commissioner is elected.
³⁰ Section 5(6)(a): The PCC must prepare a draft of the Police and Crime Plan to be submitted to the Police and Crime Panel to review.
³¹ Subject to following the process set out in Part 2 of Schedule 8 of the PRSR 2011 and regulations made under Section 50 of the Police Act 1996.
Protecting People and Places

- Maintain an efficient and effective police force for the Hampshire Policing Area.
- Enter into collaboration agreements with other PCCs, other policing bodies and partners to improve the efficiency or effectiveness of policing for one or more policing bodies or police forces in consultation with the Chief Constable.
- Having regard to the priorities of community safety partners in delivering policing services.
- Work in partnership to deliver effective criminal justice services to the public of Hampshire and the Isle of Wight.
- Provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action.
- Hold the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable.
- Publish information specified by the Secretary of State and information that I consider necessary to enable the people who live in the Hampshire Policing Area to assess the performance of both the PCC and Chief Constable.
- Comply with all reasonable formal requests from the Police and Crime Panel to attend their meetings.
- Prepare and issue an annual report to the Panel on delivery against the objectives set within the Plan.
- Monitor all complaints made against police officers and police staff, whilst having responsibility for complaints against the Chief Constable.

TRANSPARENCY AND ACCOUNTABILITY

Holding Me to Account-I am held to account by the public. My effectiveness at discharging my responsibilities will be scrutinised by the Hampshire Police and Crime Panel comprising councillors and independent members. The function of the Panel is to support me in my role as Commissioner and to promote openness in the transaction of police business. The Police and Crime Panel is hosted and supported by Hampshire County Council. Further details can be found at http://www3.hants.gov.uk/hampshire-pcp.htm.

I am committed to ensuring that I can be held to account for my actions. To that end, and to promote and preserve the integrity of the decision-making process, I will publish on my internet site all decisions of significant public interest or where there is a legal requirement to do so. This will provide an opportunity to scrutinise how I
discharge my responsibilities and ensure that I am acting in the best interests of the people across the Hampshire Policing Area.

In addition, I am required to publish certain information to provide greater transparency around the operation and business of the Office of the Police and Crime Commissioner (OPCC). This will be published on our website on the Transparency page, and relates to:

- Staff of the Office of the Police and Crime Commissioner
- Income and expenditure over £500
- Property
- Public meetings
- Policies
- Crime and disorder reports received from related bodies
- The Independent Custody Visiting Scheme

Holding the Chief Constable to account - the Chief Constable retains the direction and control of his officers and staff: in carrying out my role I will not impede the operational independence of the police service. I will, however, hold the Chief Constable to account for the delivery of the Priorities outlined in this Plan. I hold regular one to one meetings with the Chief Constable, a meeting held in public (COMPASS), and an internal meeting with senior members of our teams which monitor progress with the Constabulary’s 21 Commitments, PROGRESS 21 (see appendix C).

In addition, I also receive written and oral performance reports. Relevant information and decisions of significant public interest will be published on my website to enable the communities of Hampshire and the Isle of Wight to assess the performance of both me and the Chief Constable in carrying out our duties.

Partnership accountability - I hold regular meetings with partners to discuss progress and performance and promote effective partnership working. In 2015, I established two alliances, the Police and Crime Reduction Alliance and the Community Safety Partnership Alliance. Details of these meetings, along with relevant and appropriate performance information, are published on my website and in the media on a regular basis.

Her Majesty’s Inspector of Constabulary (HMIC) – HMIC inspects and reports on the efficiency and effectiveness of police forces, as well as specified national policing agencies such as the Ministry of Defence Police. I can, at any time, request HMIC to carry out an inspection of Hampshire Constabulary. More details about how HMIC can support me are contained on their website at [http://www.hmic.gov.uk/pcc/hmic-pccs-and-the-mopac](http://www.hmic.gov.uk/pcc/hmic-pccs-and-the-mopac) (for more details pg 9)
GOVERNANCE

Governance is about ensuring that PCCs are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems, processes, policies, and culture and values used by me and my Office to ensure that stakeholders have confidence in the way that I and my staff carry out our respective responsibilities and duties.

I have a duty to put in place appropriate governance arrangements that recognise my responsibility for ensuring that my business is:

- conducted in accordance with the law and proper standards;
- that public money is properly accounted for, and used economically, efficiently and effectively; and
- that all resources for which I am responsible are appropriately safeguarded.

Each year I will present an Annual Report to the Police and Crime Panel which will demonstrate progress that I and relevant partner organisations have made against my Priorities

A more detailed explanation of each of the following areas will be placed on my website in due course but, in the short term, an overview is provided below.

- **Audit Committee** - The PRSR 2011 establishes the PCC and the Chief Constable as Corporations Sole. This enables us to employ staff and hold funds. The Financial Management Code of Practice for the Police Service of England and Wales places a requirement on both the PCC and the Chief Constable to establish an independent Audit Committee; it further recommends that this should be a combined body. I have agreed with the Chief Constable that one Joint Audit Committee will be formed to provide independent assurance on the adequacy of the risk management framework and the associated control environment, independent scrutiny of both financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment, and to oversee the financial reporting process.
  
  During 2013-14, I formed an independent Joint Audit Committee in conjunction with the Chief Constable. There is an annual review of the JAC Terms of Reference and they also produce an independent annual report regarding their work which adds significantly to the assurance I am afforded by the JAC.

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32 Published in January 2012.
Protecting People and Places

- During 2013-14, I examined the current arrangements for undertaking the Internal Audit function with a view to ensuring that this function continues on a seamless basis.
- During 2014/15 the arrangements were revisited and I have agreed to add Internal Audit to the H3 joint arrangement.

- **External Audit** - the statutory external audit function will continue to be undertaken by Ernst & Young in accordance with the 4 year contract awarded during 2012.
- **Risk Strategy and Management** - Although a certain amount of risk taking is essential if I am to achieve my objectives I will, on a continuous basis, identify, analyse and prioritise the corporate risks that I face in carrying out my duties and responsibilities, and I will put in place mechanisms to manage and mitigate them within available resources. I also recognise that risk management is as much about exploiting opportunities as it is about managing threats.
  - During 2013-14 I examined the risks that were handed over to me by Hampshire Police Authority to ascertain their continued relevance, and
  - During 2013-14 I established processes to ensure that those risks, and any new ones that arise, are appropriately recorded, managed and mitigated.

- **Upholding Standards** - The Policing Protocol Order 2011\(^{33}\) requires me to monitor all complaints made against police officers and staff and to ensure that they are dealt with effectively and fairly by the appropriate body.

I am the Appropriate Authority for complaints and conduct matters, including non-criminal complaints, concerning the Chief Constable. I also have the power to direct the Chief Constable to comply with their obligations in regards to complaints.

The Police and Crime Panel is the Appropriate Authority for complaints concerning my conduct as PCC. In order to encourage an open and transparent monitoring framework, I will publish a statement about my policies and conduct, and those of my deputy PCC if I choose to appoint one. All serious complaints will be referred to and dealt with by the Independent Police Complaints Commission (IPCC). This means the IPCC will deal with any complaints or conduct matters that involve an allegation of criminal behaviour by me.

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\(^{33}\) The Policing Protocol Order 2011 (statutory instrument) came into force on 16 January 2012 and extends to England and Wales. The order is available to download below, as well as the previous draft protocol. The Protocol sets out how the new policing governance arrangements will work. It clarifies the role and responsibilities of police and crime commissioners, the mayor’s office for policing and crime, chief constables, police and crime panels and the London assembly police and crime panel. It outlines what these bodies are expected to do and how they should work together to fight crime and improve policing. [http://www.homeoffice.gov.uk/publications/police/pcc/policing-protocol/](http://www.homeoffice.gov.uk/publications/police/pcc/policing-protocol/)
### POLICE AND CRIME PLAN 2013-17: DEMOGRAPHIC INFORMATION

<table>
<thead>
<tr>
<th>AREA</th>
<th>POPULATION</th>
<th>DENSITY</th>
<th>WHITE</th>
<th>ASIAN</th>
<th>MIXED RACE</th>
<th>BLACK</th>
<th>AGE (16-24)</th>
<th>DEPRIVATION</th>
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<td>367,860 ha</td>
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<td>94.86%</td>
<td>2.68%</td>
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<td>Hart - 326th</td>
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<td>Havant - 107th</td>
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<td>Gosport - 161st</td>
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<td>3.6 people per ha</td>
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<td>1.09%</td>
<td>1.24%</td>
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<td>8.4%</td>
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<td>Portsmouth City Council</td>
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<td>6.08%</td>
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Hampshire is one of the largest non-metropolitan counties in England.

77% of the population lives in urban areas and 23% in rural.


The island has 25,800 hectares of farmland (67%), 5,200 hectares of developed areas, and 57 miles of coastline.


Southampton is the third most densely populated city after Inner London and Portsmouth.


Portsmouth is the most densely populated city in the UK after Inner London.

Portsmouth has a large Polish population.
## Police and Crime Plan 2013-17
### Budget 2013-14 and Medium Term Financial Strategy

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Protected People and Places
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<td>the PCC</td>
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<td>Police Services</td>
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<td>1,161</td>
<td>295,542</td>
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<td>Income:</td>
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*Protecting People and Places*
### Protecting People and Places

<table>
<thead>
<tr>
<th></th>
<th>(9,539)</th>
<th>(202)</th>
<th>(50)</th>
<th>0</th>
<th>(315)</th>
<th>(10,106)</th>
<th>(10,313)</th>
<th>(10,520)</th>
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<tr>
<td>Service Income</td>
<td></td>
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<tr>
<td>Additional Specific Grants</td>
<td>(3,743)</td>
<td>(1)</td>
<td>0</td>
<td>0</td>
<td>227</td>
<td>(3,518)</td>
<td>(3,519)</td>
<td>(3,520)</td>
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<tr>
<td>Total Income on Police Services:</td>
<td>(13,283)</td>
<td>(203)</td>
<td>(50)</td>
<td>0</td>
<td>(88)</td>
<td>(13,624)</td>
<td>(13,832)</td>
<td>(14,040)</td>
<td>(14,251)</td>
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<td>Net Expenditure on Police Services:</td>
<td>288,458</td>
<td>3,461</td>
<td>(12,043)</td>
<td>970</td>
<td>1,073</td>
<td>281,918</td>
<td>275,000</td>
<td>277,669</td>
<td>281,114</td>
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<tr>
<td>Amount from General Grants and Taxation:</td>
<td>306,745</td>
<td>3,857</td>
<td>(12,337)</td>
<td>970</td>
<td>2,065</td>
<td>301,300</td>
<td>295,352</td>
<td>298,318</td>
<td>301,958</td>
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<tr>
<td>Budget (surplus)/ shortfall:</td>
<td>0</td>
<td>3,857</td>
<td>(12,337)</td>
<td>970</td>
<td>7,511</td>
<td>0</td>
<td>2,089</td>
<td>8,639</td>
<td>15,633</td>
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<tr>
<td>Savings included in budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(12,337)</td>
<td>(12,947)</td>
<td>(245)</td>
<td>(245)</td>
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<tr>
<td>Savings to be identified</td>
<td></td>
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<td></td>
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<td></td>
<td>0</td>
<td>2,089</td>
<td>8,394</td>
<td>15,388</td>
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APPENDIX C

The Constabulary is committed to implementing its 21 Commitments during 2014-17. The 21 commitments are designed to collectively deliver the Police & Crime Commissioner’s (PCC) Policing Priorities.

The 21 commitment are action plans which articulate how the Constabulary’s operationally deliver the four strategic priorities contained in the Police and Crime Plan.

The action plans contain a range of activities to be delivered to set timescales, meeting clear success criteria and quality standards.
Protecting People and Places

POLICE AND CRIME COMMISSIONER’S POLICING PRIORITIES 2013 - 2017

Priority 1: Improve frontline policing to deter criminals and keep communities safe.

1. Maintain an effective police force that provides value for money whilst continuing to improve its frontline service provision & success in dealing with crime and anti-social behaviour.

2. To deliver on the comprehensive Operational Change Programme in order to:
   - Increase effectiveness
   - Improve finance and resources
   - Reduce demand for police services
   - Derive additional officer forces and public services
   - Enable opportunities for technological development

3. To provide a consistently high quality of service to all communities within Hampshire and the Isle of Wight.

4. Embed the police code of Ethics in order to support each individual member of the policing profession to deliver the highest professional standards in their service to the public.

5. Create an environment where a culture of openness is encouraged to provide feedback and support confidence to complain and have a mechanism to do so. Ensure all complaints are dealt with appropriately in a timely manner.

6. Adopt a continuous learning & responsive approach to improve our work & relationships with diverse communities accessing trust & applying effective challenge internally & externally.

7. To work with the PCC’s Office to develop & deliver a Hampshire & Isle of Wight youth strategy to achieve:
   - Better relationships between young people and the police
   - Improved financial management
   - A service that is relevant to young people
   - A service that is trusted

8. Promote and implement Hampshire Constabulary’s Rural Policing strategy of 2014 to deliver a more proactive approach to rural issues and crime.

9. Demonstrate high force wide data quality standards & effective sharing with partner agencies.

10. Ensure that Hampshire Constabulary is a healthy, positive and resilient organisation which includes: formulations, a sustainable and efficient service delivery to communities.

11. Place victims & witnesses at the heart of policing & work together to reduce crime & anti-social behaviour in your community.

12. To work with partners to improve victim and witness confidence in the criminal justice system.

13. Deliver effective strategies and campaigns to prevent harm and challenge perpetrators. Work with partners in identifying and protecting vulnerable and repeat victims. Ensure good practice is shared, success replicated and lessons learned.

14. Align senior officers in each District with local partners to ensure a joint approach to understanding and tackling local issues that impact on communities.

15. Work with partners to evaluate and improve partnership resolution of neighbourhood issues with a specific focus on anti-social behaviour.

16. To improve community safety by enhancing/improving use of technology.

17. Work with the PCC’s Office to engage local businesses in identifying, understanding and preventing business crime.

18. To engage with partners in the continuous improvement of road safety.

19. Work with Criminal Justice partners to prevent offending and reoffending by developing a continuous improvement approach.

20. Work with partners to develop options which will help reduce the number of first-time offenders and divert more young people from entering criminality for the first time.

21. To pursue prolific offenders and serious organised criminals in order to prevent re-offending and re-engage those offenders that cause the most harm, risk & fear.
## GLOSSARY

<table>
<thead>
<tr>
<th>Abbreviation</th>
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<tbody>
<tr>
<td>ACPO</td>
<td>Association of Chief Police Officers</td>
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<tr>
<td>ACRO</td>
<td>ACPO Criminal Records Office</td>
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<td>AVCIS</td>
<td>ACPO Vehicle Crime Intelligence Service</td>
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<tr>
<td>CRC</td>
<td>Community Rehabilitation Company</td>
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<td>CSP</td>
<td>Community Safety Partnership</td>
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<td>CSR</td>
<td>Comprehensive Spending Review</td>
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<td>HCC</td>
<td>Hampshire County Council</td>
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<tr>
<td>HFRS</td>
<td>Hampshire Fire and Rescue Service</td>
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<tr>
<td>HMIC</td>
<td>Her Majesty's Inspectorate of Constabulary</td>
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<tr>
<td>IMS</td>
<td>Information Management Suite</td>
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<tr>
<td>IOW FRS</td>
<td>Isle of Wight Fire and Rescue Service</td>
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<tr>
<td>IPCC</td>
<td>Independent Police Complaints Commission</td>
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<tr>
<td>MoJ</td>
<td>Ministry of Justice</td>
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<tr>
<td>MTFS</td>
<td>Medium Term Financial Strategy</td>
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<tr>
<td>NCA</td>
<td>National Crime Agency</td>
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<tr>
<td>NPT</td>
<td>Neighbourhood Police Team</td>
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<td>OPCC</td>
<td>Office of the Police and Crime Commissioner</td>
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<td>PbR</td>
<td>Payment by Results</td>
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<td>PRSR 2011</td>
<td>Police Reform and Social Responsibility Act 2011</td>
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<tr>
<td>SPR</td>
<td>Strategic Policing Requirement</td>
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<td>VCS</td>
<td>Victim Care Service</td>
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Protecting People and Places

| VCSE   | Voluntary, community and social enterprise sector |