

Police and Crime Plan 2013-17

Delivery plan: commitments of Police and Crime Commissioner for Hampshire

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

Outcomes:

- An increase in the numbers of police personnel engaged in frontline duties.
- An improved policing service that is consistently delivered across both urban and rural areas.
- A reduction in overall crime levels and an increase in the number of crimes solved.

		Highlights & timelines	RAG & Owner
<p>1. Scrutinise, support and challenge the overall performance of Hampshire Constabulary, and hold the Chief Constable to account for his commitments to the Commissioner's priorities.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Evidence of achieving statutory duty: able to report on Constabulary performance against the PCC's Police and Crime Plan and Police & Crime Panel recognition that this has been carried out effectively. • Evidence of seeking and representing the views of local people and partners, and acting on them. • Evidence of supporting and challenging the Chief Constable in his endeavours to achieve impacts and outcomes. • Evidence of providing efficient scrutiny - including, where appropriate, coordinating the PCC's responsibilities with those of others such as HMIC, internal and external audit, other Police and Crime Commissioners – and Hampshire Constabulary's own review programmes. 	<p>Work with Constabulary to agree and sign off commitments - June 2014</p> <p>Streamline OPCC approach and agree terms of engagement with Constabulary - Sept 2014</p> <p>COMPASS – 14th October</p>	<p>KG</p>
<p>2. Estates – Manage the police estate in ways that promote effective working and develop partnerships to relocate the police estate so that communities continue to have a policing presence place at their heart.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Achieving £3m per annum budget savings from building and others assets by March 2018 which can be used to partly close the funding gap and ensure operation within shrinking resources available from central government. • Replacing and improving outdated and under-used properties. • Creating flexible, more efficient workspaces. 	<p>Updated Estates Strategy launched June 2014 and implement between Sept 2014 and March 2016</p>	<p>JP</p>

	<ul style="list-style-type: none"> • Providing headquarters, training, operational, support and residential buildings. • Qualitative and quantitative evidence of providing better access by developing a more comprehensive range of service points. • Recognition – of PCC actions and in stakeholder views – of taking account of the variety of ways people communicate (e.g. face to face; telephone and internet) and making better use of new technologies). • Managing the police estate to achieve recognisable improvements in the ways the police and other agencies – such as health and community services – work together to support victims and witnesses. 		
<p>3. Public engagement – Engage with and inform the public as a means of contributing to police effectiveness and standards of service.</p> <p>This includes monitoring any complaints about Hampshire Constabulary and managing any complaints made about the Chief Constable.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Evidence of effectiveness in offering the public a range of options to contact the PCC about policing and receive timely feedback. • Evidence of effectiveness in supporting Youth Commission to achieve their 'Big Conversation' recommendations. • Evidence of high profile communication, engagement, information sharing and feedback that enables the Commissioner to support and scrutinise service standards in Hampshire Constabulary. • Effective use of a range of social and communications media. • Evidence of impact from feedback from all communities. • Ability to report effectively on standards achieved in public complaints to the police. • Evidence of effective process in managing any complaints about the Chief Constable (eg IPCC and any appeals upheld; Chartermark status in customer excellence). 	<p>Develop OPCC action plan once detail of this Constabulary commitment is agreed – target date end Sept 2014</p> <p>Liaison with Constabulary over their commitment to quality standards and OPCC approach to take: June to Sept 2014</p> <p>Engagement diary developed to help prioritise time of PCC</p>	<p>SG</p> <p>KG</p> <p>Amber due to liaison with Force yet to be concluded – reset to end-Oct 2014</p>
<p>4. Continue my Independent Custody Visiting scheme.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Clear reporting on my website. • ICV volunteers' feedback of an effective scheme, with impact on continuous improvement. • Evidence of change to conditions – e.g. reports feeding into estates and custody strategies, conditions & action plans. • Evidence of change to service standards from police where required. 	<p>Ongoing</p>	<p>SG</p>

Hampshire Constabulary commitments (for OPCC to support, scrutinise and hold to account):

- Effective police service (top-performing; delivering on OCP; achieving high data quality standards, and a healthy and resilient organisation)
- Clear public service standards (good practices in customer service to all communities ; acting ethically; and managing complaints)
- Delivering the Commissioner's rural and youth strategies

Plan Priority 2: Place Victims and Witnesses at the Heart of Policing and the Wider Criminal Justice System

Outcomes:

- A more coherent and individually tailored response for victims and witnesses, both within Hampshire Constabulary and across relevant partner agencies.
- My aim is to provide a service where victims and witnesses feel more involved and are confident that if they turn to the police or partner agencies that 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 is to be encouraged especially in the case of victims who have been subjected to domestic abuse.

		Highlights & timelines	RAG & Owner
5. Victims – Improve the experiences of victims and witnesses in the criminal justice system through a range of initiatives including the development of a 'Victims Voice' and a redesigned Victim Care Service.	Success factors and evidence <ul style="list-style-type: none"> • Recognition by victims that they have been listened to and where appropriate acted on in ways that reduce risk and improve their experiences. • Where changes are made, evidence that "Victim Voice" is informed. • Informing all my victim and witness work with the experience and views of actual and potential victims and witnesses. • Evidence of drawing these views from local communities; vulnerable groups & young people. • Changes made to police and criminal justice systems that lead to tangible improvements for victims and witnesses; and evidence, in doing so, of working successfully with partners to implement the findings of the OPCC and Hampshire Local Criminal Justice Board's 2014 report on the victims journey. 	Production of engagement strategy for victims – Oct 2014 Project plan Sept 2014 Implement between Sept 2014 and March 2016 Specification complete & procurement underway for 3-year	AH

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	<ul style="list-style-type: none"> • Improvements recognised by victims and witnesses. • Effective and timely redesign of Victim Support from April 2015; such that all victims who need and ask for help will get the best available signposting or other support. • Effective processes for first response and referral as part of this redesign. • Provide effective accommodation for this new service, as part of the Estates Strategy • Host 'Placing victims at the heart of policing' CJS conference 	<p>contract (award Dec 2014).</p> <p>Police estate review – Sept 2014</p> <p>Autumn 2014</p>	
<p>6. Champion improved approaches to sexual violence and domestic abuse that can prevent harm and aid coping and recovery.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Leading and implementing a coordinated Hampshire and Isle of Wight sexual violence strategy that: brings together a provider alliance; improves victim support inside and outside the CJS; support the Sexual Abuse Referral Centre and independent victim advocacy; and provides evaluated grant support for other specialist services. • Working effectively with partners to develop a coherent community-based specification for support to victims of domestic abuse; with qualitative and quantitative evidence of effective outcomes from the PCC's commissioning of £200k of services during 2014/15. • Distributing national funds fairly and appropriately to areas of greatest need: and reporting on the effectiveness of such schemes. • Recognition by vulnerable victims that they have been listened to and their concerns acted on. 	<p>Sexual violence strategy – Jan 2015</p> <p>Approach and action plan agreed with partners – Oct 2014</p>	<p>AH</p>
<p>7. Commissioning – Commission and evaluate local specialist services to address the root causes of offending and reoffending as well as those at greatest risk.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Identify the needs of the most vulnerable, and develop strategies for delivering effective responses (e.g. repeat victims, mental health needs, vulnerable older people, missing people, exploited people, those with learning disability, and those at risk from people trafficking and modern slavery). • Develop signposting to a network of specialist and accessible support services that meets this strategy. • Provide and evaluate grant funding for services that support victims and witnesses: and draw lessons from this in future 	<p>Approach and action plans agreed with partners – Apr 2015</p> <p>Bids concluded and funds awarded – March 2015</p>	<p>AH</p>

	<p>commissioning.</p> <ul style="list-style-type: none"> • Act on expert consultation and gap analysis to stimulate effective coordination and commissioning of service provision across Hampshire and Isle of Wight. • Through my Commissioning Plan, introduction of specific and evaluated services and schemes. • Effective campaigning about key policy messages, informed by case studies from my Commissioning (of need and outcomes). 	<p>Funding in place 2014/15</p> <p>Bids concluded and funds awarded under small grant and innovation schemes – Sept 2014</p>	
<p>8. Youth Commission – Support and expand the Youth Commission to address risk and harm. This will be supported by addressing the concerns raised at the ‘Big Conversation’, which are vital to steer young people away from the criminal justice system.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Youth Commission members able to take part in influencing changes in policy and practice and feel empowered and supported by the Commissioner to achieve this. • Effective OPCC communications support that enables the voices of Youth Commission volunteers to have impact. • Evidence of partner organisations adapting policies and practice that address young people’s concerns about risks specific to their age group or geographic area. • Evidence of effective support to deliver changes highlighted by young people in Hampshire and the Isle of Wight as their priorities for the CJS. • Recognition among young people who have offended of their increased awareness and access to guidance about services that can provide information and support with a focus to: <ul style="list-style-type: none"> ○ Educate young people about the consequences of crime and support deterrent initiatives. ○ Emphasise addiction as a health problem. 	<p>Staff recruitment Sept 2014</p> <p>Action plan by Oct 2014 for pursuing recommendations from Youth Commissioners</p>	KG

Hampshire Constabulary commitments (for OPCC to support, scrutinise and hold to account):

- Work with partners to improve victim and witness confidence
- Effectiveness in preventing harm, supporting victims and challenge perpetrators
- Work with partners to identify and protect vulnerable people and repeat victims

Plan Priority 3: Work together to reduce crime and anti-social behaviour in your community

Outcomes:

- Effective and coherent delivery of evidence-based interventions to reduce crime and anti-social behaviour at the neighbourhood level.
- Consistent approach to police engagement across all 231 neighbourhoods with the aim of generating commitment from local residents and partners in the delivery of local community policing priorities.
- More consistent and effective use of the Hampshire IMS to support the reduction of crime and antisocial behaviour, and managing risk and vulnerability, in local communities.

		Highlights & timelines	RAG & Owner
<p>9. Partner engagement – Engage with other public sector partners and stakeholders to set up new collaboration arrangements.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Clarification of collective and individual responsibilities for policing, crime and community safety. • Greater understanding and joined-up working on the impacts and interdependencies of public sector strategies and action plans. • Evidence of informing all partnership approaches with the experience and views of local people and communities. • Evidence of engaging with the voluntary and community sector and other interested stakeholders to explore the enhanced contribution that those organisations can make to keeping our communities safer. • Programme of successful twice-yearly stakeholder conferences • Evidence of effective exploration of tasks being undertaken by Hampshire Constabulary that might more properly lie elsewhere, with the aim of achieving partnerships that make best use of resources. To include: <ul style="list-style-type: none"> ○ Evidence of effective working with local Health and Wellbeing Boards to implement a Hampshire and Isle of Wight action plan that addresses the needs of people with mental health problems and the appropriate use of police custody cells. ○ Tangible reductions in use of custody for S136 cases <p>Evidence of effective actions to clarify public sector responsibilities that involve the police (ambulance services and local authority ASB responsibilities).</p>	<p>New groups in place – April 2015</p> <p>Communication and engagement strategy August 2014</p> <p>Conference programme in place Nov 2014 (Victims)</p> <p>Local action plan by Dec 2014</p> <p>Engagement plan for commissioning in place</p>	<p>AH</p> <p>KG</p> <p>SG</p>

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	<ul style="list-style-type: none"> • Delivery of a more joined up approach for the communities we serve. • Closer working with Hampshire Fire and Rescue Service and other emergency services to deliver better outcomes for the public. 	<p>Consultation with strategic partners – Sept 2014, and arrangements by Jan 2015</p>	
<p>10. Champion comprehensive responses to anti-social behaviour (ASB).</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Greater co-ordination of responses through effective partnership listening and responding to a range of community representatives and individuals. • Recognition from stakeholders of the PCC's active and effective support for initiatives to tackle anti-social behaviour and neighbour disputes. • Effective and timely introduction of community remedy scheme during 2014/15. 	<p>Action plan by Oct 2014</p> <p>Community remedy scheme in place Oct 2014</p>	<p>KG</p>
<p>11. Support improved partnership data sharing and analysis and collaborative information management.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Active support to resolve local partnership concerns about data technology, quality and management (to include IMS & crime analysis for local authorities). (This includes scrutiny of Hampshire Constabulary for its data and information management.) • Championing effective information sharing among partners, to help protect communities from repeat incidents of ASB. 	<p>Development plan being developed by HCC and HC Oct 2014</p> <p>IMS project refresh by March 2015</p>	<p>AH</p>
<p>12. Provide support to local schemes that support communities to feel and be safer.</p>	<p>Success factors and evidence</p> <ul style="list-style-type: none"> • Timely implementation of an expanded Community Speedwatch programme. • Recognition by parishes and other stakeholders of an effective and evaluated approach to new Community Speedwatch schemes, with regular review to ensure best use of public funds and volunteer time. • Recognition that the PCC has engaged effectively with local partners and other stakeholders to champion road safety initiatives. • Recognition (qualitative and quantitative) of effective PCC support that enables more people at risk in urban areas to 	<p>Funding of police schemes July 2014 – April 2016</p> <p>Communication and engagement strategy August 2014</p> <p>Feasibility review Sept</p>	<p>AH</p>

	<ul style="list-style-type: none"> benefit from a local Neighbourhood Watch scheme. Develop and introduce educational initiatives. 	2014	
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Hampshire Constabulary commitments (for OPCC to support, scrutinise and hold to account):

- Align senior officers with partners in each local authority district; and work to improve responses to neighbourhood issues
- Keep communities safe by improved partner data sharing and the use of new technologies
- Engage local business communities to prevent crime
- Continue to engage with partners to improve road safety.

Plan Priority 4: Reduce re-offending

Outcomes:

- Fewer young people entering the criminal justice system.
- Fewer low to medium risk adult offenders in prison with Restorative Justice efforts directed towards victim satisfaction and improved rehabilitation of the offender.
- A focused and relentless pursuit of those serious and organised criminals who represent the largest threat to our communities.

		Highlights & timelines	RAG & Owner
13. Champion approaches to influence and shape changes.	Success factors and evidence <ul style="list-style-type: none"> Delivery and recognition of key policy messages: that addresses the prevention of offending and reoffending and the importance of tackling some of the roots causes – and costs - of crime. Publish and promote a white paper on the national and local implications of the Government's 'transforming rehabilitation' agenda. Evidence of engaging with multi-agency partners to share evidence about 'what works' and of working with others to understand approaches that might achieve greater impact. Evidence from policy campaigns that seek to influence further transformation of the criminal justice system and its impacts on victims, witnesses and offenders. 	OPCC policy action plan – Oct 2014 White Paper June 2014	AH KG

	<ul style="list-style-type: none"> Evidence of communicating and engaging effectively to influence criminal policy. 		
14. Work with local partners to prepare for the CRC.	<p>Success factors and evidence</p> <ul style="list-style-type: none"> Evidence of engagement and influence over the delivery of effective systems to manage ex-offenders, including within new integrated offender management services. Recognised influence on the bidding process and the shaping of local offender management services. Effective leadership of local exploration of the new CRC approach and its potential impacts. 	<p>Ongoing, throughout CRC bidding process.</p> <p>Supporting other agencies to implement by April 2015</p>	AH
15. Champion, encourage and evaluate alternative remedies, restorative justice and other out-of-court disposals	<p>Success factors and evidence</p> <ul style="list-style-type: none"> Introduce and implement a restorative justice strategy for Hampshire and the Isle of Wight, including setting up and evaluating pilot schemes and services for community courts and community remedies covering 14-25 year olds: <ul style="list-style-type: none"> support Hampshire Constabulary to pilot an effective (an evaluated) community court scheme in 2014/15 effective and timely introduction of community remedy scheme in 2014/15. Evidence of influencing both national and local policy and practice. Evidence of enabling partners and policy-makers to become more informed – and in some cases acting on – significant developments and needs in public policy and practice. 	<p>Restorative justice strategy and funding programme in place – Oct 14</p> <p>Support Community Courts and establish governance structure – Oct 14</p> <p>Community remedy consultation, August 14, with sign off by PCC and Chief Constable - Oct 14</p>	AH KG
16. Champion effective young offender management	<p>Success factors and evidence</p> <ul style="list-style-type: none"> Use grant-funding and evaluation of specialist projects within the 4 Youth Offending Teams (YOTs) in my area to help identify what is working well and what might be improved further; sharing knowledge about opportunities and risks. Tangible evidence of supporting opportunities to develop and improve young offender management and of identifying and acting on risks and potential barriers. Evidence of helping ensure consistency in quality standards and outcomes across the pan-Hampshire area. 	<p>Funding in place 2014/15</p> <p>Ongoing assessment of funding for next financial year – Jan 2015</p>	AH KG

Hampshire Constabulary commitments (for OPCC to support, scrutinise and hold to account):

- Engage with partners in continuous improvement of Hampshire's approach to criminal justice, and prevent offend and reoffending
- Develop options to reduce the number of first time offenders and divert more young people from entering criminality
- Maintain focus on tackling serious and organised crime.

RAG definition:

Green – the activity shown in the 'Highlights and timelines' column has been delivered or is on track to be delivered.

Amber – the activity is planned but yet to start.

Red – there are no plans in place to deliver the activity shown.