

Strategic Priorities

Introduction

This section explains the priorities for Hampshire Police Authority and Hampshire Constabulary during the financial year 2004/05.

The local priorities are set by the Police Authority and each of them has equal standing. The national priorities are set by the Home Office and apply to all 43 police forces in England and Wales.

The Police Authority sets the local priorities for Hampshire Constabulary based on the results of consultation with the people of Hampshire and the Isle of Wight. These, along with the national priorities, outline the strategic direction of the Force.

Hampshire Constabulary also uses the National Intelligence Model¹ to make intelligence-based assessments about current and emerging issues within the two counties. Increasingly this model will be used to help inform the setting of local priorities.

As well as setting priorities for the Constabulary, the Authority identifies and sets priorities for itself (called 'own priorities'). These set out the areas on which the Authority will focus in the coming year.

The main areas of public concern highlighted by the Authority's Consultation are addressed in the priorities contained within this Plan.

The Police Authority fully accepts the national priorities and has set its own local priorities to complement them.

In working towards achieving the local and national priorities, the Authority will take into account the Government's civil renewal agenda². The Constabulary will also take a prominent and active role in the national drive towards countering terrorism and the threat of terrorism (see page 43). Both issues underpin the National Policing Plan 2004/07.

The Authority has set targets for both local and national priorities. Each priority has a series of performance indicators designed to allow a measurement of progression. These performance indicators will enable comparison between Hampshire Constabulary and the other 42 police forces in England and Wales. The targets are included in the full list of Performance Indicators in Section 10.

The following pages of this section set out in detail how the Authority and Constabulary will focus on the local and national priorities over the coming year. The Authority also sets out how it will focus on its own priorities.

¹ An explanation of the National Intelligence Model is available on the National Criminal Intelligence Service website at www.ncis.co.uk/nim.asp
² Details about the Government's civil renewal agenda can be found within the National Policing Plan 2004/07, available at www.policereform.gov.uk/nationalpolicingplan.html

Strategic Priorities

Police Authority's Own Priorities

These priorities are set by the Authority for 2004/05.

To consult effectively with the communities of Hampshire and the Isle of Wight and to challenge the Constabulary on its response to the results of that consultation

All police authorities have a statutory duty to consult communities on the local policing service provided and to ensure that policing is responsive to the needs of the community. Civil renewal and the engagement of local people with local services are at the heart of government policy.

Hampshire Police Authority's arrangements for consulting are called Police Authority Community Consultation (PACC). The two counties are divided into 14 areas, based on the local and unitary authority areas (listed below). The local PACC group develops an annual programme of consultation that provides an opportunity for communities, or certain groups within communities, to have a say in how they are policed.

Basingstoke and Deane	East Hampshire
Eastleigh	Fareham
Gosport	Hart
Havant	Isle of Wight
New Forest	Portsmouth
Rushmoor	Southampton
Test Valley	Winchester

The results of this consultation contribute to the future policing of the area through this Annual Policing Plan.

How will this priority be addressed?

It is difficult to set numeric targets to achieve for consultation. The Authority does not take the view that large numbers of events or completed questionnaires received equates to successful consultation. Instead, it is more beneficial to speak to smaller groups of people at targeted events, to ascertain their views and concerns about policing.

Hampshire Police Authority and Hampshire Constabulary both consult communities; however, they have different objectives. Together, they have published a joint consultation strategy, which is aimed at sharing information and reducing duplication and over consultation.

The Authority has identified six groups to be consulted, in 2004/05 on specific topics, which will provide data upon which comparisons of expectations can be made. The target groups chosen are:

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

The questionnaire to be used at the consultation events in 2004/05 focuses on anti-social behaviour and follows the outcome of consultation carried out last year. The questionnaire will help to support the considerable work undertaken with partner agencies, for example local authority Crime and Disorder Reduction Partnerships (CDRP). Community safety officers from local authorities are key members in the consultation planning arrangements.

Hampshire Police Authority and Hampshire Constabulary have consulted members of the public across the two counties on the Government's police reform green paper 'Policing: Building Safer Communities

Together'. The results of this consultation have been fed back to the Association of Police Authorities (APA) and Association of Chief Police Officers (ACPO) to help inform the Government's plans for police reform.

How does consultation influence this Annual Policing Plan?

Public consultation under the PACC arrangements is organised and administered by Core Groups. These arrangements were introduced in April 2002 and replaced Police and Community Liaison Groups (PCLGs), as they were not the most effective way to engage people in consultation.

PACC aims to widen the range of methods used to ensure the opportunity for dialogue is, as far as possible, available to all. Consultation events are arranged on an annual basis; the consultation period runs from April to March, with a six-month evaluation completed at the end of September.

Core Group Administrators regularly report results to the Authority for analysis.

Between April and November 2003, the Authority consulted at approximately 60 events held across Hampshire and the Isle of Wight. Consultation has been carried out with young people, the elderly, commuters, disabled people and members of gay and lesbian communities.

Strategic Priorities

Examples of consultation events and locations are:

- SNAP (Say No And Phone) discos;
- schools, colleges and universities;
- residential homes for older people;
- railway stations and ferries;
- shopping centres;
- Southampton Centre for Independent Living;
- Gay Men's Health Promotion; and
- clients from the Drugs Advisory Service.

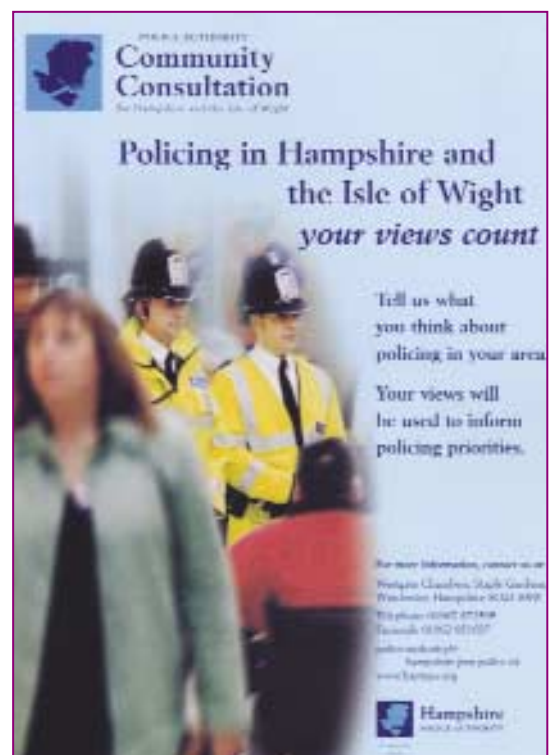
Between April and September 2003 more than 1,750 people completed questionnaires across the two counties. Young people completed an additional 570 questionnaires.

The Authority has considered the outcomes of consultation so far in 2003 and has identified the following ten key areas of concern for communities in order of priority:

- Vandalism and graffiti
- More officers on the beat/patrol cars
- Gatherings of youths
- Anti-social behaviour
- Speeding traffic
- Under age drinking
- Drug issues
- Car crime
- Cycling/skateboarding on pavements
- Litter

At its inaugural Community Affairs Panel meeting in July 2003, it was agreed that the quarterly report on Police Authority Community Consultation be submitted to the Chief Constable, BCU commanders, Assistant Chief Constable Territorial Operations, local authority community safety officers, the Roads Policing Unit superintendent and command and control superintendent, with an accompanying letter seeking their comments on how the issues were to be addressed.

The Authority hopes to increase its capacity to co-ordinate and collate the information emerging from the wide variety of consultations undertaken. This will ensure that the information can be presented in a more meaningful form, which will inform the Police Authority's views of local policing priorities. This information is submitted to the Chief Constable for him to include in his planning for Force activity.



Strategic Priorities

To challenge the Constabulary on its performance in providing an efficient and effective policing service and to support it in achieving its local priorities

How will this priority be addressed?

Annually in the Policing Plan the Authority sets priorities for the Constabulary to achieve. These can be found on pages 23-31. These priorities are partly developed as a result of the outcome of the Authority's consultation.

In August 2003, Hampshire Police Authority's Best Value and Performance Management Panel became the Performance Panel because of the increasing requirement for authorities to closely monitor performance. In this respect, the Authority needs the capacity and expertise to independently gather and effectively interpret performance information in order to become better informed and more challenging.

At meetings held on a quarterly basis, the Panel receives reports on Force performance, Best Value Performance Indicators (BVPIs) and the National Crime Recording Standard (NCRS). The Panel also receives reports on various Best Value reviews carried out on areas of service provided by the Constabulary and by the Authority.

The Panel scrutinises monthly and quarterly performance monitoring reports produced by the Constabulary as part of its performance monitoring responsibilities. It formulates recommendations for effective performance improvement and the reduction or redeployment of expenditure to meet more effectively the Authority's objectives for the delivery of services to the public.

The Panel regularly receives and is required to respond to information from the Home Office on crime and detection rates (iQuanta) as part of the Police Performance Assessment Framework (PPAF), which assesses and compares police performance. PPAF will be the key tool used to judge and compare performance at both Force and Basic Command Unit (BCU) level.

As part of the national Police Authority Assessment and Improvement Framework, Police Authority members and Authority staff will undertake training in 2004 to equip them with the skills to measure, monitor and manage police performance more effectively.



Strategic Priorities

Hampshire Police Authority's Complaints Panel meets to consider reports on complaints made by the public against the Chief Constable, Deputy Chief Constable and Assistant Chief Constables. Additionally, the Panel will meet eight times during 2004 to monitor and dip-sample other complaints received and recorded by the Constabulary.

Police Authority members and senior officers from the Constabulary meet on a frequent and regular basis to share information. This also takes place within Basic Command Units (BCUs). At its annual general meeting in 2003, Hampshire Police Authority nominated some of its members to be directly linked with each of the Constabulary's BCUs to provide support, to monitor performance, and where appropriate, to challenge local BCU Commanders.

Police Authority members also attend meetings of the Constabulary to ensure the Authority is aware of and involved in the work being undertaken to make the Force more efficient and effective. For example, the Chairman of the Performance Panel attends the Force's National Crime Recording Standard (NCRS) Working Group.

To work in partnership to improve safety amongst communities across Hampshire and the Isle of Wight

How will this priority be addressed?

The Police Authority actively works with its partners in the community to understand and explore issues of concern. Much of this work is being done through Crime and Disorder Reduction Partnerships (CDRPs), of which the Authority is a statutory partner.

The CDRPs' analysis audit conducted every three years is used to shape the Police Authority's local priorities and action plans to reflect community concerns. The Authority invites local authority community safety officers from the CDRPs to attend core group meetings, to participate in the planning process and to attend consultation events in an effort to share information and avoid over-consultation with communities.

The following local priorities have been set by the Authority for the Constabulary.

Working in partnership to increase public reassurance by reducing crime and anti-social behaviour and ensuring visible and accessible policing

Increasing public reassurance and providing a sense of security is at the heart of all Basic Command Unit commanders' strategies. The relationship between the police and partner organisations is particularly strong in Hampshire and the Isle of Wight. Whilst the two counties benefit from low crime it is acknowledged that insecurity and the fear of crime can erode the quality of life in both urban and rural areas.

Areas of concern that are frequently raised during Police Authority consultation are lack of police visibility and anti-social behaviour.

How will this priority be addressed?

The Constabulary continues to expand and refine its application of problem-solving methodology to tackle crime and anti-social behaviour. This approach, known within the Force as PRIME (Problem Resolution In Multi-agency Environments), is continuing to meet with considerable success. A number of PRIME projects have been facilitated and each of them involves the active participation of at least one non-police agency. For example, partner agencies assist in the prompt removal of abandoned vehicles, cleaning up graffiti or in effecting prompt repairs of vandalism.

The Constabulary has also embarked upon joint patrols with neighbourhood wardens and enforcement agencies and supports the implementation of the Community Safety Accreditation Scheme (see page 22). More than 200 PRIME projects currently exist across Hampshire and the Isle of Wight and the Authority hopes these efforts will have an effect beyond temporary respite.

The Constabulary will also launch a 'positive policing' project during 2004 on two sites within the Force area: Aldershot Town Centre and Rowner in Gosport. Prior to the start of the project in April 2004, extensive consultation will take place with partner agencies and representatives from communities to ensure the areas of most concern are addressed.

The tactics employed in this project will include:

- the use of dedicated sector officers;
- a Street Standards Initiative;
- zero-tolerance of certain offences;
- fast-tracking of offenders; and
- the use of acceptable behaviour contracts and anti-social behaviour orders.

The project will be closely monitored and evaluated and will involve close community engagement.

Strategic Priorities

Other reassurance initiatives include:

Southampton – Operation Crew

This initiative involves partnership action weeks to address visible community safety issues in a co-ordinated and high profile way. Actions include high visibility patrols, open days in church halls, targeting persistent offenders and the use of the Tactical Cycle Team to provide high visibility reassurance patrols.

A Public Reassurance Group has also been formed to plan and co-ordinate media campaigns for community safety issues.

Basingstoke Town Centre

A multi-faceted approach is under way in order to take a robust approach to anti-social behaviour. This involves high visibility patrols, increased use of 'Pub Watch', anti-social behaviour orders and the media.

These plans are consistent with the Constabulary's 'Safer Streets' strategy as well as the various Crime and Disorder Reduction Partnership strategies which are already in place. Working in partnership and engaging local people is fundamental to the successful development and outcome of these reassurance projects and initiatives.

Community engagement lies at the heart of the Government's civil renewal agenda, which the Authority has taken into account, when developing plans for the forthcoming year.

Community Safety Accreditation Scheme

Under this scheme, Accredited Community Safety Officers (ACSOs), employed by local

authorities, are empowered by the Chief Constable to enforce certain laws. ACSOs can require offenders and suspected offenders to provide names and addresses and can issue fixed penalty notices. ACSOs will perform a patrol function in a number of areas and will assist the Constabulary in tackling anti-social behaviour and low-level disorder. Such behaviour has a substantial impact on local communities and the local environment. Community safety schemes are a clear example of engaging local people to improve the quality of life for all residents of Hampshire and the Isle of Wight.

The first ACSOs were accredited in December 2003. They are employees of Southampton City Council and, by their accreditation, are empowered to issue fixed penalty notices, to institute processes for minor offences and to seize alcohol from young persons.

The Police Authority is aware that other local authorities wish to have such accredited staff and believes they will make a valuable contribution to bolstering public confidence and reassurance in relation to the patrolling presence within the two counties.

Performance Indicators

SPI 2	Confidence in the police
SPI 3	Fairness and equality measures
SPI 4/5	Measures of crime level
SPI 10	Quality of life measures
SPI 11	Frontline policing measure

For targets please see Section 10.

Making the most efficient use of resources and achieving Best Value for money spent and providing the highest quality of service possible

How will this priority be addressed?

Police Science and Technology Strategy

Hampshire Constabulary is already working on many of the projects identified within the Police Science and Technology Strategy and recognises the high level priorities set out by the Police Science and Technology Strategy Group.

The Constabulary and Authority, in partnership with other key stakeholders, will continue to exploit opportunities in science and technology in order to improve performance and deliver against local and national priorities. References to specific projects and technological developments are included throughout this Policing Plan.

Mobile Information

As part of a commitment to increase visibility and reassurance, Hampshire Constabulary has recognised the potentially significant benefits of mobile information - the provision of laptop-type computers to frontline staff.

In order to determine the benefits to be realised, the Force is to undertake a number of specific projects to look at different aspects of mobile information, called Programme Mercury. Part of this will involve equipping vehicles and operational staff with mobile devices.

By supplying staff with access to IT systems on the streets, the Constabulary will be able to provide an enhanced level of service to the public. The accuracy and quality of information will improve and operational decisions will be better informed.

Programme Mercury will look not only at the provision of portable computers to frontline staff but will also provide the infrastructure to allow staff to work from home and from remote offices within local authorities and on local community beats.

Airwave

The Airwave service, scheduled to be delivered to the Constabulary in 2004, will offer a secure communication system that will enable police officers to use several methods of communication including:

- radio;
- telephony;
- text messaging; and
- Automatic Vehicle Location (AVL).

Strategic Priorities

These facilities will not only improve on the current level of communication, but will potentially offer a far more effective approach to policing. By enabling officers to access databases and make various phone enquiries direct from the street, there will be less need to return to the station to carry out these normally office-bound functions. As a result the Constabulary will be able to maintain more of a visible police presence and thereby increase the level of reassurance amongst the communities of Hampshire and the Isle of Wight.

Scientific Services

The recently established Forensic Resource Management Unit will further enhance the efficiency of the Constabulary at gathering and processing evidence from crime scenes. This unit will make use of recently acquired and emerging IT systems and secure electronic links to speed up the processing and return of appropriate forensic intelligence material, such as DNA, with a view to maximising the investigative impact for operational officers.

In addition, crime scene investigators will, for the first time, provide a 24-hour advice and deployment capability. This will improve the forensic recovery at crime scenes and provide a more victim-focussed service. For example, in the case of a burglary, the rapid attendance of a crime scene examiner will relieve the distress felt by the householder by allowing them to clear up their homes and begin to return to normality as soon as possible.

Reducing Bureaucracy

Hampshire Constabulary will establish a Stamping Out Bureaucracy Working Group with representation from different levels of police officers and police staff and a member of the Police Authority.

The Working Group will continually seek to challenge and change bureaucratic working practices to eradicate inefficiencies and increase organisational effectiveness. The group will examine ways of freeing up time to increase the visible police presence within the communities of Hampshire and the Isle of Wight to tackle crime, anti-social behaviour and to increase public reassurance.

Automatic Number Plate Recognition

Hampshire Constabulary continues to develop its use of the Automatic Number Plate Recognition (ANPR) system. Included within the Force's current capability are two mobile ANPR units (including the Home Office provided Spectrum Van) and the partnership project with Portsmouth City Council to introduce an ANPR unit capacity to the existing CCTV system.

The mobile units are tasked and resourced by the Roads Policing Unit to deny criminals the use of the road network. The Portsmouth scheme is primarily intended for intelligence-gathering but is used for high profile enforcement by the Roads Policing Unit.

Hampshire Constabulary is one of the 23 Forces taking part in Project Laser 2. This relates to an extended fixed penalty scheme, integrated with ANPR enforcement, with costs recovered being reinvested into ANPR enforcement.

A Force-level ANPR strategy is being developed and the Constabulary hopes to continue the expansion of the system through this strategy.

Project Oberon

Project Oberon is the name given to the programme of work to deliver a complete operational information system to the Force called a Records Management System (RMS). The RMS will replace many of the current IT systems supporting operational activity across the Force. The opportunity provided by this work is being taken to review the way the Constabulary works.

Records Management System is the generic name given to applications which provide an integrated operational information system enabling staff to search once against persons, addresses, vehicles, events and objects.

The system will provide police officers and police staff with access to information through one key application and will offer significant business benefits, both operationally and in relation to support activity.

In simple terms the RMS will be used to provide business support in the following key functional and operational areas:

- Crime
- Intelligence
- Custody
- Child Protection
- Case Preparation
- Domestic Violence
- Missing Persons
- Property - all types
- Warrant Management
- Firearms Management
- General Incident Management¹
- Collision Management
- Patrol Intervention Information²

The capability to manage all of these functional areas in one application will provide a platform to facilitate the end-to-end management of events from initial report through to crime management, investigation, custody and preparation of case files.



¹ These incidents which range from reports of juvenile nuisance to sudden death are currently recorded by various methods.

² Patrol interventions include stop checks, issue of fixed penalty notices, etc.

Acquisition of an RMS provides the Constabulary with an opportunity to review business practices in order to capture data at the first point of contact and provide earlier opportunities for the decision making process to be carried out with the potential for efficiency savings.

Some of the benefits that will be realised by implementing the RMS:

- better access to information;
- enhanced supervisor capability;
- enhanced analytical capability;
- efficiencies in accessing data;
- more intelligent deployment;
- improved operational responses;
- improved compliance with the National Crime Recording Standard;
- improved quality of service;
- savings in training costs;
- savings in IT support costs; and
- better understanding of resource demands.

The RMS will be delivered to the Force in a phased implementation. The first phase will deliver for crime management, intelligence, collision recording, incident management and property in December 2004. Delivery of the other phases is subject to further project planning.

Call Management

The Call Management Division will continue to look at ways of making the best use of police officer time and wherever possible remove the administrative burden on them and provide greater victim focus. The Force aims to capture crime data at the first point of telephone contact and ensure that police deployments add value to dealing with incidents and investigating crime.

Among the measures to improve service delivery and make the best use of resources over the coming year are: developing Geographical Information System (GIS) Mapping to provide accurate and accessible data and making best use of modern technology and telephony, such as automatic call distribution and information databases.

Resource Allocation Formula Project

Hampshire and the Isle of Wight is divided into 10 policing areas, or Basic Command Units (BCUs). In each Force area, it is the Chief Constable's responsibility to determine how best to distribute resources across the BCUs. To achieve this, a mathematical model of community need and demand components is used to allocate staff in a transparent and systematic way. The Resource Allocation Formula (RAF) can also be used by BCU commanders to look at how best to allocate resources across their local communities. A similar approach to resource allocation is taken by a number of other forces.

Strategic Priorities

The RAF is updated with the latest demographic, crime and incident data annually, and the effect of these changes on BCU establishment is considered by a project board.

Best Value

Best value is reported in Section 9.

Major Events

Major planned events continue to make ever increasing and considerable demands on Force resources. A number of planned events for 2004/05 are already known and others will no doubt arise during the course of the year. These events receive careful police planning, with other agencies involved where appropriate, to ensure minimum disruption and maximum public safety.

Events in 2004/05 include:

- Sixth annual Homelands Music Festival, near Winchester;
- D-Day Commemoration in Portsmouth;
- Power in the Park in Southampton;
- D-Day Grand Parade in Southsea;
- Farnborough International Air Show;
- The Global Challenge in Portsmouth Harbour;
- Euro 2004 Football - ports of departure and licensed premises within the two counties;

- Music Festival on the Isle of Wight;
- Counter-terrorism operations at airports, sea ports and other vulnerable locations;
- Two Hampshire football clubs now in the Premier League.

Unplanned demonstrations and large-scale public disorder, requiring immediate staffing and resources, can impact upon resources available in other areas.

The newly created Force Support Unit of dedicated and highly trained officers provides a speedy and effective initial response to such events and has had a significant impact on reducing the demands made upon local policing units.

Performance Indicators

SPI 1	User satisfaction of victims
SPI 11	Frontline policing measure
F3	Answering 999 calls
F4	Immediate response incidents
F5	Recruitment measure

For targets please see Section 10.



Reducing road collision casualties in Hampshire and the Isle of Wight, particularly those which are serious and fatal

How will this priority be addressed?

Hampshire Constabulary will work in partnership with other agencies through a combination of education, engineering and enforcement, in association with new technology, to improve road safety.

The Constabulary has adopted the Association of Chief Police Officers (ACPO) Roads Policing Plan, which focuses on reducing casualties, tackling criminality and promoting economic well-being.

By providing high visibility patrols, particularly across the strategic roads network, the Constabulary's Roads Policing Unit aims to reassure the public both by its presence and by deterring offenders and anti-social driving behaviour.

The roads in the United Kingdom are the safest in Europe but the Constabulary is keen to further improve safety within Hampshire and the Isle of Wight. The Force will make assessments about casualty reduction, as well as other roads policing issues, by using the National Intelligence Model (NIM). The use of the NIM has led to the development of a Casualty Reduction Strategy, supported by the multi-agency Strategic Casualty Reduction Partnership. In order to reduce road collision casualties the Constabulary will focus on three particular areas, which are:

- speed enforcement;
- impairment; and
- seat belt usage.

Speed Enforcement

By working with the Safety Camera Partnership¹ and other partner agencies, routes have been identified and enforcement is focused on the areas where casualties are more likely to occur.

These sites are under continual review and have been subject to scrutiny in order to try to eliminate the causes of road collisions. Activity is monitored on these sites and a mixture of traditional enforcement and fixed and mobile camera enforcement is utilised. Approximately one-third of all fatalities are speed related.

Evidence suggests that there is an average reduction of 35 per cent in the number of casualties at camera locations².

The Constabulary has been involved in the rejuvenation of the Bikesafe initiative which focuses on motorcycles and there is now a full-time Bikesafe officer in post.

¹ For more information about the Safety Camera Partnership, including details of camera locations visit www.safetycamera.org.uk

² Statistic taken from Department for Transport research paper, February 11, 2003 available at www.roads.dft.gov.uk

Impairment

This includes both alcohol, illegal and prescription drug usage and the effects of tiredness.

Over the last year a significant number of staff have received field impairment testing training and now act as examiners for the Force. Themed activities are undertaken including a Europe-wide enforcement campaign. Intelligence is being developed to target particular individuals and trends.

Seat Belt Usage

The Constabulary undertakes seat belt themed campaigns linked into the Department for Transport's 'Think' campaigns. Initiatives are also being developed to extend both enforcement and education near to school premises.

Through the NIM process, the Constabulary will also target persistent drink-drivers, disqualified drivers and others, whom intelligence indicates drive recklessly or dangerously.

Targets

The Constabulary is working towards achieving Government-set targets for reducing death and injury by the year 2010.

These challenging targets are:

- to reduce by 40 per cent the number of people killed or seriously injured;
- to reduce by 50 per cent the number of children killed or seriously injured; and
- to reduce by 10 per cent those slightly injured.

Performance Indicators

SPI 9 Road traffic collisions resulting in death or serious personal injury per 100 million vehicle kilometres travelled

For targets please see Section 10.

Strategic Priorities

National Priorities

These priorities are set by the Government for all police forces.

Providing a citizen-focused service to the public which responds to the needs of individuals and communities and inspires confidence in the police, particularly amongst minority ethnic communities

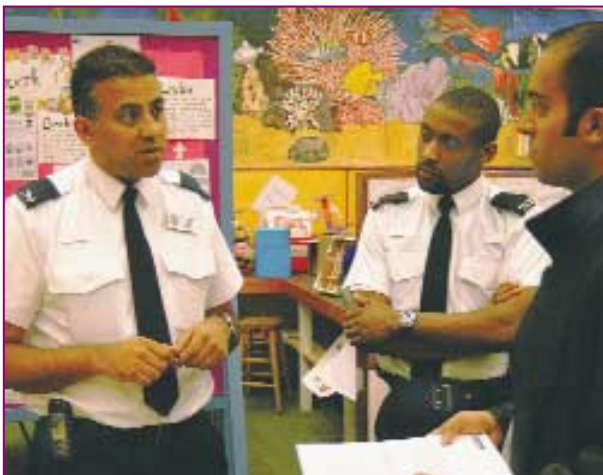
Hampshire Police Authority and Hampshire Constabulary fully support the quality of service commitment which has been developed jointly between the Association of Chief Police Officers (ACPO) and the Home Office.

This Section sets out some of the Force's plans for delivering a quality, citizen-focused service to the communities of Hampshire and the Isle of Wight. Other examples of increased citizen focus can be found throughout this Policing Plan.

How will this priority be addressed?

The 'Race for Justice' Project

This project is overseen by the local Criminal Justice Board, in which the Constabulary plays a significant part.



The project aims to improve minority ethnic communities confidence in the criminal justice system.

The project has already resulted in establishing dialogue with a number of hard to reach groups, in particular with communities away from the larger, and to some extent self-supporting, minority ethnic communities in Southampton and Portsmouth.

Through this project, two outreach community workers have been employed to assist in capacity building and empowering diverse communities. The project has been pivotal in securing joint diversity training for criminal justice agencies.

During the coming year, the project will seek to expand its contacts and will be conducting more specific research with users of the criminal justice system. This will include examinations of service delivery to victims and witnesses.

Police Consultative Group

The implementation of the Constabulary's Race Equality Scheme¹ has resulted in the creation of a consultative group consisting of persons from different minority ethnic origins. The Force's existing and proposed policies and procedures are exposed to this group, which comments on the extent to which the policy can eliminate unlawful racial discrimination, promote equality of opportunity, and promote good relations between persons of different racial groups.

¹ A copy of the Race Equality Scheme can be obtained from www.hampshire.police.uk/PDF/RESv2.pdf

A similar group has been formed in Southampton to examine local service delivery.

Domestic Violence

Adopting a victim-focused approach towards domestic violence is crucial in securing the confidence of the victims of such violence. Domestic violence and abuse is overseen within the Constabulary by a team of 16 co-ordinators across the two counties. A series of best practice seminars is to be arranged, where all key players will be brought together on a regular basis to exchange best practice information and highlight difficulties. This will be expanded to include all agencies, and will involve joint training.

A new risk assessment model is in its final stages of construction, which will provide victim risk information that can be shared by all agencies. It will consist of a short list of researched questions that police officers will ask victims at the scene, which will then be used to trigger a second in-depth risk assessment in common with other agencies. In order to fully understand the complex issues surrounding domestic violence, police officers are to receive the new Centrex Training Package, which will be rolled out to all front-line officers.

Hate Crime

Tackling hate crime effectively is essential if the police are to secure the trust and confidence of minority communities. Hampshire Constabulary is committed to taking positive steps, with partners where applicable, to reduce the number of such crimes and to bring offenders to justice.

To achieve this objective, the Constabulary will place racism, racial harassment, racially and religiously motivated crime, homophobia and other group hatred at the forefront of its service delivery priorities.

The Force will provide a citizen-focused service to the public, especially victims and witnesses, which responds to the needs of those individuals and communities. This will be achieved through the use of priority response to calls from the public; self and third party hate crime reporting systems in line with the National Crime Recording Standards; thorough progression and monitoring of investigations; and effective action to trace and prosecute offenders.

Hampshire Constabulary adheres to the principles of the ACPO guide 'Identifying and Combating Hate Crime'. This is reflected in the Force's robust approach to tackling hate crime through policies on racial incidents, policing with the lesbian, gay, bisexual and transgendered communities, and prosecutions.

Strategic Priorities

Hampshire Constabulary aims to contribute to civil renewal and community cohesion by increasing and strengthening the engagement of minority groups in policing. By encouraging more local accountability from BCU commanders, using partnerships to facilitate new methods of securing information of hate crime reporting and implementing the National Intelligence Model processes to make the most effective use of resources, the Force will provide local policing strategies that place police officers where they are most needed.

Call Management

Around 90 per cent of initial contact between the police and the communities of Hampshire and the Isle of Wight is over the telephone and confidence in the Constabulary is significantly influenced by the speed, efficiency and quality of that contact. One of the most important aims of the Call Management Division is to ensure that the way callers are dealt with provides a high quality telephone service which fulfils or resolves the call at the first point of contact wherever possible. To help achieve this, public satisfaction surveys will for the first time focus specifically on the quality of telephone contact as 999 and 0845 045 45 45 (non-emergency) calls.

Consulting Local People

As part of various PRIME (Problem Resolution In Multi-agency Environments) initiatives being undertaken in many Basic Command Units (BCUs), consultation will be

undertaken with residents of specified localities prior to an initiative being undertaken to ascertain their views on crime and disorder issues and the policing needs of their communities. The outcome from such consultation will inform the nature and focus of local policing initiatives.

Consultation will also occur with residents of these communities once the initiatives have been running for some time.

In 2004/05, levels of public satisfaction with the service received from the police will be sought from those who have been victims of assault, racist incidents or burglary; those involved in a road traffic collision; and those who have experienced the theft of their motor vehicle or its contents. For the first time, this data will be reported at both a BCU and Force-wide level (previously data has only been reported at a Force level).

In previous years, the Constabulary has been required to report on the extent to which respondents are satisfied with the overall level of service received. In 2004/05, this will change and the extent to which the respondent is satisfied with specific elements of the service will be reported upon. It is anticipated that these elements will be: satisfaction with the initial contact with the police; satisfaction with police action; ease of subsequent contact; satisfaction with treatment received; and overall satisfaction with the service received.

Increased Accessibility on the Internet

The Force will roll-out a system whereby BCUs will be able to provide up-to-date information to their local communities via the Hampshire Constabulary website. This will ensure that relevant information is available to local people, including details of their BCU command team and local officers. The Constabulary will also look to enable local people to find out what has been happening in their areas by providing them with general crime and incident information.

Hampshire Constabulary will continue to incorporate developments on the national police website (www.police.uk), into its own site and thereby increase the ability of members of the public to provide information on minor crimes, incidents and intelligence.

Freedom of Information Act 2000

From January 1, 2005 Hampshire Constabulary must be compliant with the Freedom of Information Act. The Act is part of a wider initiative to make the Government and its decision-making processes more open and accountable. The Act gives any individual or body the right to have access to information held by the Constabulary and Police Authority.

Hampshire Constabulary is at the forefront of the national implementation of the Freedom of Information Act in policing in the United Kingdom and is seen as the guiding force by the Information Commissioner's office.

The Constabulary has established a department of three central decision makers to assist current enquiries from the public and it is currently expected that the Force will be compliant with the Act from September 2004.

Independent Police Complaints Commission

Hampshire Constabulary looks forward to working with the Independent Police Complaints Commission to ensure greater customer focus in the recording and investigation of complaints against the police.

Performance Indicators

SPI 1	User satisfaction of victims
SPI 2	Confidence in the police
SPI 3	Fairness and equality measures
SPI 8	Enforcement measures/domestic violence
SPI 10	Quality of life measures
F3	Answering 999 calls
F4	Immediate response incidents

For targets please see Section 10.

Strategic Priorities

Tackling anti-social behaviour and disorder

Anti-social behaviour is a broad term and can have different meanings to different people. However, whether it is graffiti or disorderly conduct, such activities have an effect on the quality of life for the residents of Hampshire and the Isle of Wight, causing feelings of helplessness and distress, through to fear or intimidation.

How will this priority be addressed?

Basic Command Units (BCUs) continue to work closely with their respective local authorities and other partners under

Crime and Disorder Reduction Partnership (CDRP) strategies. The chart below summarises the key issues that each partnership has identified as being important within their local authority area. These key areas have been included within their community safety strategies.

The Constabulary continues to expand and refine its problem-solving approach to crime and disorder, known within the Force as PRIME (Problem Resolution In Multi-agency Environments – see page 21) More than 200 PRIME projects exist across Hampshire and the Isle of Wight and each involves the active participation of at least one non-police agency.

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

Strategic Priorities

The Constabulary will continue to develop new projects to tackle problems of anti-social behaviour.

Examples of initiatives to deal with anti-social behaviour include:

- Cycle patrols - used to effect in Southampton, Basingstoke, and Fareham, such patrols make officers more visible and approachable, whilst being tasked to deal with issues and collect evidence in relation to crime and disorder.
- Watch schemes - including Hotel Watch and Pub Watch allow individuals and businesses to come together to act as a collective in dealing with anti-social behaviour. Barred from one, barred from all.
- Town centre patrols - focused high visibility foot patrols are used to deal with alcohol-fuelled violence and anti-social behaviour. Police officers are supported by Special Constables, providing an increased police presence on the streets.
- Dedicated patrols of known 'hotspots' - information from regular Tasking and Co-ordinating meetings (see National Intelligence Model - page 41) are used to place officers in known locations that will benefit from a visible presence.
- Anti-social behaviour co-ordinators - employed at BCU level, act as a liaison point with outside agencies regarding anti-social behaviour. These co-ordinators also act as PRIME (Problem Resolution in Multi-agency Environments) managers overseeing the problem-solving actions of sector managers to ensure that the best resources are made available, whether from within the Constabulary or from other agencies.
- Neighbourhood wardens - some of the local authorities have already employed wardens with a primary role to promote multi-agency links and to reduce anti-social behaviour. In Andover BCU the anti-social behaviour co-ordinator meets the wardens on a regular basis to promote these links.
- Parental responsibility - parents are informed by letter when their child has come to the attention of officers at a 'nuisance' incident or been found in possession of alcohol in a public place. Any subsequent incidents will attract stronger worded letters with the possible outcome of an Acceptable Behaviour Contract (see below).
- Acceptable Behaviour Contract (ABCs) - these are obtained with the individual's knowledge and assistance. The contract is a precautionary measure to divert the individual away from unacceptable behaviour when they have come to the attention of local agencies.
- Anti-Social Behaviour Orders (ASBOs) - these can be obtained either through the criminal courts following conviction or through the civil courts where the standard of proof is "on the balance of probabilities". ASBOs prohibit a person from behaving in an anti-social manner within a particular area.

Strategic Priorities

- Street bail - the Force will take advantage of new legislation which allows officers to grant bail to persons following their arrest without the need to take them to a police station.

A major factor in all of these initiatives is good and effective relationships with partner agencies. Local authorities have a budget to employ an anti-social behaviour officer to help co-ordinate this.

The Constabulary will take advantage of the new options for tackling anti-social behaviour, afforded by the recent Anti-Social Behaviour Act and other pieces of recent legislation. These include:

- dispersal of groups of youths causing a disturbance;
- fixed penalty notices scheme to be widened to include 16 and 17 year olds;
- seizure of alcohol in sealed containers from people aged under 18; and
- seizure and retention of vehicles being used in an anti social manner. Southampton BCU are currently trialling this scheme.

The Licensing Act 2003

This recent piece of legislation will enable Hampshire Constabulary to reduce effectively the incidence and effects of anti-social behaviour across the two counties.

The act of supply of intoxicating liquor to children will be tackled together with the control of access to licensed premises by children. Late night cafes and take-away establishments will fall into a more rigorous legislative framework with enhanced powers for the local authorities, with whom the Constabulary will be developing effective partnerships. It is the Force's intention to work closely with the licensed trade to ensure that all sections of the community can live, work and enjoy their leisure time in peace.

Performance Indicators

SPI 2	Confidence measures
SPI 10	Quality of life measures

For targets please see Section 10.



Continuing to reduce burglary, vehicle crime, robbery and drug-related crime in line with the Government's Public Service Agreement targets

Public Service Agreements (PSA)

Working towards local targets contributes towards the overall achievement of the Home Office Public Service Agreements.

Of particular note are:

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

- vehicle crime by 30 per cent from 1998/99 to 2004;
- domestic burglary by 25 per cent from 1998/99 to 2005; and
- robbery in the ten Street Crime Initiative areas by 14 per cent from 1999/2000 to 2005;

and maintain that level.

PSA 2: Improve performance overall of all police forces; and significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on frontline duties¹.

How will this priority be addressed?

Drug-related Crime

Illicit drug misuse especially of highly addictive and harmful Class A drugs, can cause suffering to the individuals who abuse these drugs and to the community. The health of the drug abuser is at risk and the acquisitive crime these persons may commit to support their addiction can contribute to the fear of crime felt by the community.

In line with the Government's drugs strategy and for the benefit of the communities in Hampshire and the Isle of Wight, Hampshire Constabulary sets Class A drugs, with an emphasis on crack cocaine, as one of its policing priorities.

Intelligence will be gathered on the activity and organisation of Class A drug suppliers who impact on the communities of Hampshire and the Isle of Wight. This intelligence will be developed to guide enforcement measures against these drug dealers and their criminal networks. The recent Proceeds of Crime Act 2002 will afford increased opportunity to seize their financial assets. High visibility patrolling of identified drug hotspot locations will be undertaken to assist with building confidence within the community.

¹ Public Service Agreement targets quoted from the National Policing Plan 2004/07 available from the Police Reform website www.policereform.gov.uk/nationalpolicingplan.html

Strategic Priorities

Prevention measures are very important to this strategy. The Constabulary will continue to build on its working relationships with Drug Action Teams. The referral of drug abusers to treatment programmes can contribute to falling crime rates. In 2003/04 the enhanced drug referral scheme had 600 people referred in the first six months. Those who are successful in these programmes will be given an opportunity to control their own life again.

Basic Command Unit (BCU) commanders will continue to build on highly successful local initiatives to tackle Class A drugs and will continue to ensure robust police action within Crime and Disorder Reduction Partnerships. The Constabulary will seek to achieve long-term solutions for the benefit of the communities of Hampshire and the Isle of Wight. Restoring confidence within the two counties will enable local people to be part of the solution.



Some Class A drug supply networks will impact over a larger area or across county borders. In accordance with the National Intelligence Model (see page 41), the Constabulary will conduct focused operations against these 'middle market' networks. The Force will work with other agencies and forces to undermine, dismantle and secure asset recovery against those involved in such networks. Where criminal organisations are beyond the remit and resources of the Force, work will be carried out with other forces within the region and with national law enforcement agencies. This will be the case where intelligence identifies a criminal organisation involved in the importation of Class A drugs.

Vehicle Crime

Across the two counties, thefts of and from vehicles bring misery to hundreds of victims each year. In recognition of this fact, an immense amount of good work is already being conducted to reduce the level of offending and to target criminals engaged in this type of crime. It is a priority for Hampshire Constabulary and features as a key element in all of the local BCU strategies.

In essence, these strategies will set clear expectations and standards for local policing efforts by addressing the identified six key features for success, specifically:

- ownership;
- intelligence;
- partnership;

- targeting;
- forensics; and
- investigation.

The implementation of best practice (national and local) in both proactive and reactive operational tactics will also be harnessed within a strong strategic framework.

In addition, the Constabulary's 'Safer Vehicles' initiative will seek to build upon the many excellent local initiatives already achieving considerable success in various locations throughout the two counties. One example is Operation Cobra in Portsmouth BCU which, in this current year, has already reduced vehicle crime by approximately 30 per cent. Within the new 'Safer Vehicles' framework, elements of good practice will be identified and disseminated accordingly. It is considered that a locally tailored approach, which embraces what is known to work, will help to achieve the overall aim of dramatically reducing the volume and associated impact of vehicle crime.

Burglary

Those offenders who commit burglary often target some of the most vulnerable people within society, such as the unemployed and those living in the most deprived areas. In addition, domestic burglary can often raise fear in local communities to such an extent that some feel they cannot leave their homes unoccupied. It is only right, therefore, that domestic burglary is afforded a high priority

by the Government, police forces and those partner agencies that share responsibility for reducing it.

Hampshire Constabulary continues to treat dwelling burglaries as a Force priority. The 'Safer Homes' strategy details how the Constabulary will reduce the number of burglaries and make the homes of the residents of Hampshire and the Isle of Wight safer.

The 'Safer Homes' strategies includes policy and good practice on:

- initial responses to burglaries - call handling and advice to operators and victims. Minimum standards for response and initial investigation;
- enhanced forensic provision, including scenes of crime attendance;



Strategic Priorities

- minimum standard for investigation and prisoner handling for burglary offences;
- PRIME (Problem Resolution in Multi-agency Environments) initiatives and crime prevention;
- response to repeat victimisation;
- offender management of high- risk offenders, including partnership and drug work; and
- cross-border and Force-level response to burglary targets.

Crime rates and detection levels for burglary will be monitored closely at Force and BCU level.

Robbery

The offence of robbery is a serious crime and although it represents only 2.9 per cent of all recorded crime in Hampshire and the Isle of Wight¹ it is a crime that warrants the highest standard of investigation.

It is clear that the majority of such offences are opportunistic in nature, occurring mainly in public places, with cash and mobile phones often being targeted.

Hampshire Constabulary continues to make great efforts to concentrate analytical applications at this serious crime, in order to identify 'hot-spots' and to provide guidance on local patrol strategies. For example, a robbery matrix is being utilised by BCUs, through crime pattern analysis, to identify trends. As a result of effective partnership

work to increase public reassurance in this area, the provision and location of CCTV schemes are being influenced by this type of analysis.

Operation Blade, a strategy deployed in Portsmouth BCU, sought to utilise good practice from street crime initiative areas, together with a local trigger plan to be launched when a robbery offence had a high risk of repeat. This initiative successfully curbed gang-related robbery where the risk of potential injury was considered to be high. Street identification booklets have been utilised to guide officers through legal procedures and ensure the capture of key evidence, including forensic potential, early in an investigation. The Force will continue to develop initiatives and adopt best practice in order to tackle robbery effectively.

Performance Indicators

SPI 5	Domestic burglary Robberies Vehicle crime
SPI 6	Class A drug supply offences brought to justice
SPI 7	Detections

For targets please see Section 10.

¹ Taken from Force Performance Data April to December 2003

Combating serious and organised crime, both across and within force boundaries.

How will this priority be addressed?

National Intelligence Model

The National Intelligence Model¹(NIM) underpins Hampshire Constabulary's approach to intelligence-led policing both at Basic Command Unit (BCU) and Force level. Each BCU uses Strategic and Tactical Tasking and Coordination Groups to identify priorities and allocate resources. It is recognised that substantial benefits will accrue from a greater consistency of process and attendees. Policy is therefore being written to incorporate best practice both locally and nationally, aimed at creating a uniform and corporate Tasking and Co-ordinating (TCG) process across the Force. Information from strategic and tactical assessments is shared where appropriate with Crime and Disorder Reduction Partnerships, Drug Action Teams and local Criminal Justice Boards to inform their own strategies.

The Force contributes to regional NIM processes that have been established to tackle crime and criminals operating across force boundaries.

Hampshire Constabulary were congratulated by the Association of Chief Police Officers (ACPO) NIM Implementation Team for the progress made towards achieving compliance with the commonly accepted minimum standards. The Constabulary's performance in terms of achieving full

compliance by the April 2004 deadline will be outlined in the Authority's Annual Report 2003/04.

Hampshire Constabulary will plan for the forthcoming NIM Code of Practice as further information becomes available.

Serious Crime

CID officers working alongside operational colleagues in BCUs concentrate on tackling serious and complex crime, such as burglary, serious assaults and sexual offences. Central CID structures are in place to support this service and include:

- Scientific Services – providing forensic and scientific support;
- Specialist Investigations – providing expertise in areas such as economic crime, computer crime and child protection; and
- Major Crime Teams – responsible for investigating offences such as murder, rape and kidnap.



¹ An explanation of the National Intelligence Model is available on the National Criminal Intelligence Service website at www.ncis.co.uk/nim.asp

Strategic Priorities

Murder is the most serious crime, not least for its impact on families and friends, as well as feelings of risk. Hampshire Constabulary is committed to bringing murderers to justice.

Year	Murders	Detections
1998/99	11	12
1999/00	20	19
2000/01	12	10
2001/02	24	20
2002/03	27	23

Some detections relate to murders in previous years. All undetected murders remain under investigation.

Child Protection

Hampshire Constabulary's Child Protection Unit (CPU) is committed to ensuring that child victims of crime receive equality in service provision. The Constabulary aims to ensure that children receive an equal standard alongside adult victims and abuse is not down-graded simply because it occurs within the home.

In line with the Crown Prosecution Service protocol regarding prosecution, investigators will press for justice even when it is a child's word against that of an adult. Police managers receive regular feedback from judges regarding how child protection investigations are being presented within the courts in order to identify best practice.

The Constabulary was chosen to host Lord Laming's launch in March 2003 of the recommendations, following the death of Victoria Climbiè. In order to implement the recommendations, a training needs analysis has been conducted. The new training module for CPU investigators specifically implements the outstanding recommendations.

Ongoing initiatives for 2004/05 include:

- implementation of the sudden infant death protocol;
- implementation of specifically trained investigators for dealing with rape cases and the provisions offered within the Sexual Assault Referral Centres (SARC). Originally these provisions were only to cater for adult victims, however, the Constabulary has ensured that child victims are also included; and
- the CPU is currently writing to all Area Child Protection Committees (which will be replaced by Children's Safeguarding Boards) to request a public awareness campaign of the dangers of something called 'shaking babies'. This is the consequence of an increased number of referrals where children have been victims of severe shaking injuries, some life threatening.

Financial Investigation

In Hampshire and the Isle of Wight all persons convicted of drug trafficking are financially investigated. Significant efforts are being undertaken to increase the amount of investigations in relation to persons convicted of acquisitive crime.

A programme of education is currently under way to alert all frontline officers to the potential of using powers invested in the Proceeds of Crime Act (2002) to seize assets acquired as a consequence of the commission of crime.

The Home Office has set each police force a target to achieve in relation to realisable assets identified for seizure. In 2003/04 the figure for Hampshire was set at £899,000.

In order to monitor the success of the education programme and to encourage suitable referrals to the Constabulary's Financial Investigation Unit, the Home Office target has been apportioned to each Basic Command Unit as a percentage of acquisitive crime committed in each BCU area.

Countering terrorism and the threat of terrorism

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

Hampshire Constabulary's Special Branch is responsible for ensuring that countering the threat of terrorism is communicated across the Force so that it is a key objective of every member of staff. The Head of Special Branch is a member of the National Special Branch Priorities Group and ensures that resources are properly allocated to tackling Irish-related terrorism and the threat from Al-Quaida and North African non-aligned groups.

Special Branch has excellent links with key partners in tackling terrorism, such as the Security Service, Secret Intelligence Service, National Public Order Information Unit, Her Majesty's Customs and Excise, National Immigration Service and numerous military establishments. The Department generates and contributes a great deal of intelligence as part of its work with these partner agencies and is well placed and experienced in drawing on such agencies to combat terrorist threats. Special Branch also anticipates further development and co-ordination with the embryonic Regional Intelligence Cell based at Gatwick Airport.

Hampshire Constabulary is fully committed to fulfilling its part in achieving the required number of people in the police service nationally trained to deal with a Chemical Biological Radiological Nuclear (CBRN) incident. As part of the Force's contingency planning, staff have been trained in a variety of specialist roles, enabling them to co-ordinate and support an effective response to a terrorist incident. In addition, Hampshire Constabulary is actively engaged in delivering this capability nationally with the Assistant Chief Constable (Specialist Operations) being the national lead for the police service response to CBRN terrorism. This connection has also been a significant driver in the development of regional protocols; and a Hampshire Constabulary superintendent currently chairs the regional CBRN committee meeting. In addition, a Hampshire chief superintendent is currently seconded to head the national police CBRN centre.

In 2003, the Force took part in a major exercise which tested its ability to deal with a Chemical Biological Radiological Nuclear attack. Another exercise tested the ability of staff to deal with terrorists arriving through a port to carry out an attack. The Constabulary intends to undertake additional exercises to maintain the skills and awareness needed to combat terrorism.

The effective planning of high profile public events, which could be a target for a terrorist incident, has been enhanced by the recruitment of a National Counter Terrorist Security Officer. It is anticipated that further staff will be recruited to assist in this area. Increasingly, the Constabulary will look to work closely with the media in both combating the threat of terrorism and helping to increase public reassurance within this area.

Hampshire Constabulary will continue to ensure the proportionate and consistent application of counter-terrorism legislative powers wherever necessary.

Gun Crime

The Constabulary experiences a relatively low number of incidents involving firearms with the majority of these being nuisance issues, as opposed to serious offenders brandishing weapons. However the Force will continue to prioritise intelligence collection and to work to reduce the incidence of gun crime as appropriate, based on local assessments using the National Intelligence Model.

Body Armour

During the course of 2003/04 the Constabulary reviewed its existing provision of body armour for staff to ensure that they are fully protected against the threats faced on occasion during their duties.

Previous arrangements in respect of body armour were that such equipment was kept at police stations and used on a risk-assessed basis. However, changes within the Health and Safety Regulations and a number of incidents nationally in which officers were injured or killed have meant that the issue needed to be revisited.

Following the review, the Constabulary has decided to provide personal issue body armour to all its police officers and some police staff during the course of 2004/05. This equipment will be worn by uniformed police officers at all times whilst on duty.

Performance Indicators

SPI 5	Life-threatening crime
SPI 10	Quality of life measures
F6	Homicide

For targets please see Section 10.

Narrowing the justice gap by increasing the number of offences brought to justice

How will this priority be addressed?

The term 'Narrowing the Justice Gap' is used to describe the difference between the number of crimes that are committed and the number that result in the perpetrator being brought to justice. The minimum level of improvement is five per cent per year expected in each force. In Hampshire and the Isle of Wight this represents 1,592 offences.

The Home Office defines 'brought to justice' as meaning a defendant who accepts a caution or is convicted by a court. Hampshire Constabulary is clear that its responsibilities are to conduct high quality professional investigations. Convictions or acquittals are a matter for the courts.

There is a variety of reasons why the criminal justice system might not be successful in bringing an offender to justice and the Constabulary is tackling them in the following ways:

- Targeting weaknesses in the criminal justice system
- Targeting types of offenders (such as persistent and prolific offenders)
- Targeting types of crime

The local Criminal Justice Board (LCJB) which includes in its membership representatives from Hampshire Constabulary, the Crown Prosecution Service, Magistrates' and Crown Courts, the Probation Service, Prison Service and Youth Offending Team, has established a 'Narrowing the Justice Gap Action Plan'. This Action Plan sets out six priorities across Hampshire and the Isle of Wight for April 1, 2003 to March 31, 2006 which Hampshire Constabulary, in conjunction with this partner organisations, is tackling. The priorities are:

Priority 1	Persistent Offenders
Priority 2	Reducing the incidence of ineffective trials
Priority 3	Joining up the prosecution process
Priority 4	Effective execution of warrants
Priority 5	Increase detection and disposal rates
Priority 6	Persistent Young Offenders

Hampshire Constabulary works with its partners to achieve locally-set targets in each of these priority areas.

The Persistent Offenders Scheme

The Persistent Offender Scheme in Hampshire and the Isle of Wight supports the local criminal justice system by identifying, targeting and catching core groups of prolific offenders who are responsible for a disproportionate amount of crime in the two counties.

Strategic Priorities

The scheme is designed to achieve three things:

- To increase the number of offences brought to justice that are committed by persistent offenders
- To bring a greater proportion of them to justice through the building of better case files for prosecution
- To rehabilitate persistent offenders in order to reduce the risk of them re-offending

The Persistent Offender Scheme contains clear strategies for the proactive policing of persistent and prolific offenders at a local level. All persistent offenders within the two counties are to be identified and their criminal activity targeted. Experienced police officers will be assigned to the investigation process and the Crown Prosecution Service will be involved early within that process.

Another key part of the Scheme is the reduction in the number of cracked and ineffective trials. These are trials which are listed for a hearing, but do not go ahead because of a change of plea, a decision to accept a lesser charge or are adjourned to another hearing date. Reducing the number of cracked or ineffective trials will lead to a more effective use of resources, a reduction in the time from arrest to trial and ultimately improve public confidence in the system.

Persistent Young Offenders

The Persistent Offender Scheme also seeks to identify the persistent young offenders throughout the two counties who make up a small minority of persistent offenders and are believed to be responsible for a disproportionate amount of crime. Hampshire Constabulary is currently working in partnership with local agencies, such as Wessex Youth Offending Team to rehabilitate young offenders to reduce the risk of re-offending.



Pre-charge Advice

Hampshire Constabulary is currently operating a shadow pre-charge scheme which commenced in October 2003 and trialled throughout Hampshire and the Isle of Wight in the first quarter of 2004.

This Scheme incorporates part of the Criminal Justice Act 2003 whereby the Crown Prosecution Service (CPS) are responsible for the charging of certain offence criteria. Crown prosecutors are based in Southampton, Portsmouth, Basingstoke and Aldershot (shared) and the Isle of Wight and at these locations face-to-face advice is given between 9.00am and 5.00pm, Monday to Friday. At all other BCUs, the advice will be available via the telephone and fax from the duty prosecutor. Outside of these hours, case papers will be submitted to the CPS for advice.

Offences involved in the pre-charge advice scheme are contained in the referral criteria.

Training has been given to all sergeants and CPS lawyers in Hampshire Constabulary by way of a joint presentation on the police and CPS.

Hampshire Constabulary is currently working with the CPS to progress the shadow scheme to become a statutory scheme from the second half of 2004. The Constabulary continues to monitor this scheme for improved file performance and saving of officer time; and to offer an improved service in the courts.

Sanction Detections

Crime detections are reported in five categories: charge/summons; caution; offence taken into consideration by court (TIC); fixed penalty; and administrative. Administrative detections cover those circumstances when it is either not possible or not appropriate to dispose of the case by one of the other methods, even though there may be sufficient evidence. Detections by charge/summons, caution, TIC and fixed penalty are called sanction detections.

Although the Policing Performance Assessment Framework (PPAF) performance indicators for 2004/05 (see Section 10) will measure forces on all detections, Hampshire Constabulary will continue to encourage Basic Command Units (BCUs) to focus on sanction detections wherever appropriate. This approach, particularly in the priority areas of domestic burglary, robbery, vehicle crime and violent crime, will contribute to the Narrowing the Justice Gap goal of bringing more offenders to justice. Where sanction detections are not possible, BCUs will be encouraged to use administrative detections. Effective local management and quality assurance, through the pre-charge advice process, will ensure the consistent and ethical application of crime detections.

Strategic Priorities

Professionalising the Investigative Process (PIP)

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

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

PIP is due to be implemented nationally from April 2004. The Constabulary look forward to the continued developments of this initiative and will plan for these accordingly.

Performance Indicators

SPI 6 Offences brought to justice
SPI 7 Percentage of offences resulting in charge, summons, caution or TIC by court.

For targets please see Section 10.

