



***Hampshire Police Authority's response to the
Home Office green paper
'From the Neighbourhood to the National:
Policing our communities together'***

10 October 2008

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From the Neighbourhood to the National: Policing Our Communities Together

Introduction:

Hampshire Police Authority welcomes the opportunity to comment upon the proposals set out within the Home Office green paper *'From the Neighbourhood to the National: Policing our communities together'*. The Authority has answered the specific questions raised, but felt that there were some recommendations and aspects that needed further explanation, which the questions do not provide room for. Some of the additional thoughts of the Authority have been included under the Chapter Summary sections of this consultation response document.

Summary of Authority Thoughts:

While Hampshire Police Authority generally supports the vast majority of recommendations and intentions, it feels no evidence has been presented to support the requirement to reform the working practices and structure of Crime and Disorder Reduction Partnerships (CDRPs) and Police Authorities. Specifically, it does not feel that the case for Crime and Policing Representatives (CPRs) has been articulated. This is discussed further in the 'Concerns' section below.

Concerns:

Hampshire Police Authority has many concerns regarding the proposal for the introduction of directly elected representatives.

Although the discussion surrounding CPRs must not detract from some of the positive recommendations contained within the paper, the Authority and our partners feel the strategic direction and implementation of various aspects would:

- **become severely damaged due to funding implications;**

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- **lead to parochialism;**
- **lead to politicisation of the authority;**
- **lead to the tendency for policing to become separated from wider community safety concerns.**

This would potentially damage the Authority's relationship and influence by those already appointed through the democratic process and create remoteness to partnership working and wider local authority working.

However, the Authority is keen that the following areas are implemented or legislated for with guidance as soon as appropriate:

- **The reduction in bureaucracy**
- **The reduction in data provision**
- **Freedom and flexibility for areas of good performance**
- **The introduction of inspections of Authorities to ensure the people it serves can be confident it is seeking to secure and maintain an efficient and effective force**
- **Improved opportunities for local priorities relevant to local neighbourhoods, but without losing sight of level two requirements**
- **Improvements to SAP and succession planning**

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Methodology:

To ensure that Hampshire Police Authority could respond effectively to the consultation, a stakeholder conference was held on Thursday 25 September 2008 and was attended by 100 representatives from key partners and stakeholders. The Authority also commissioned IPSOS MORI to conduct an independent survey of 1000 local residents (please see Appendix A).

The Authority considered its response at a special public meeting of the Full Authority on Tuesday 30 September 2008. Hampshire Constabulary also provided the Authority with sight of its response at this time.

The Authority has kept stakeholders and residents informed through a variety of mechanisms, including:

- **through the local media;**
- **presentation of papers to Crime and Disorder Reduction Partnerships;**
- **Police Authority Community Consultation events;**
- **Letters;**
- **Briefings.**

The Authority has also worked closely with the Constabulary. A meeting between the Authority and Operational Command Unit Commanders was held on Friday 19 September 2008 to seek their views outside the stakeholder conference.

The Authority's activity was overseen by a Task and Finish Group made up of Members and Officers. The Authority looks forward to the

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opportunity to discuss, debate and work further on the proposals laid out within the green paper as it develops in the future.

To view information provided to residents, stakeholders and other interested organisations please visit the Authority's website at:

www.hampshirepoliceauthority.org

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Consultation Questions 1 - 28

Empowering Citizens

Chapter 1: Improving the connection between the public and the police

Question 1: How can we best ensure that neighbourhood policing teams can hear from as many people locally as possible in shaping their plans?

92% of residents surveyed by IPSOS MORI felt the way they would most like to provide information would be face to face with a PCSO/PC. Residents felt that they would most like to receive feedback via a newsletter, while the use of a Crime and Policing Representative was joint bottom of a list of 10 mechanisms.

Hampshire Police Authority has robust mechanisms in place to seek the views of its residents in order to shape the Local Policing Plan. Since April this year, it has held more than 15 specific events, a stakeholder conference and public surveys on policing priorities and complaints mechanisms. This work has reached more than 5,000 local people. The information is used within the National Intelligence Model to set local priorities and is fed back via the Authority's link members, who are named representatives for their local communities, Operational Command Units and Crime and Disorder Reduction Partnerships.

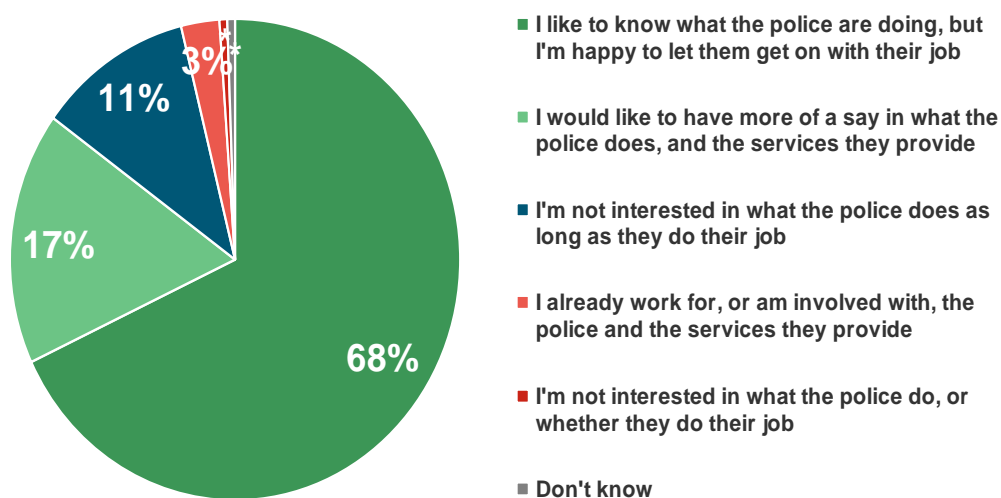
The Authority's IPSOS MORI survey showed there is a sizeable proportion of residents that want to be kept informed about what Hampshire Constabulary is doing in their area, and they would primarily like to receive this information in written form via a newsletter, letter or email. Fewer residents indicate they would like to get more involved in local policing (e.g. by having more of a say, or volunteering to run a related project), although over half would like to have greater influence over how police resources are spent. When it comes to raising issues

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with local police, residents prefer face-to-face or verbal contact to written methods.

Public attitudes towards Hampshire Constabulary

Which of the following statements comes closest to your own attitudes towards Hampshire Police?



Base: 1,000 residents living in the Hampshire Police Force area; fieldwork 28th August to 8th September 2008

Ipsos MORI



Question 2: What is the most effective means of encouraging customer service in the police?

The Authority believes that the policing pledge in principle will assist our communities to understand the service they deserve and should expect from Hampshire Constabulary officers.

The Authority welcomes the promise to reduce bureaucracy. This could potentially free up officer time to enable them to respond to the needs and wishes of the communities they serve.

The Authority also believes there should be more provision of discretion to local officers.

The Authority has identified a range of techniques that could help a

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police service to be more customer focused:

- Introduction of policing pledge (but with the right mix of national, force wide and local emphasis, and which do not unduly raise public expectation).
- Training in customer service and reflection within the officer PDR process.
- Allowing the Authority to take the strategic responsibility through monitoring of the complaints process.
- Allowing the Authority to facilitate a continuous dialogue with the community on local priorities and feedback of outcome.

The Authority is aware of discussions being held at a national level in relation to specific standards within the policing pledge, and we look forward to receiving details of these once they have been agreed.

During these discussions, the Authority would urge the Home Office to take into consideration the impact on a Constabulary's resource bill. For example, in the rural areas of Hampshire, specific response times within a policing pledge may force the Constabulary to allocate a disproportionate level of resource to meet these times, rather than considering the best way to police Hampshire and the Isle of Wight as a whole.

Question 3: Given the core role of PCSO – which is one of high visibility patrol, community engagement and problem solving – do PCSOs have the right powers to enable them to do their job?

The Authority has already responded to the recent review of PCSOs. The Authority feels that the current standardisation aspect of PCSO powers should be nationally publicised to improve the local community understanding. However, an element of local flexibility provided by the discretionary powers is often

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appropriate if advertised and promoted locally.

The Authority would be concerned if the role of the PCSO shifted its emphasis into the territory of warrant card holding officer responsibility and that it might reduce the public confidence that this new role was established to help promote.

The Authority has responded to the recent review of PCSOs and its views still holds. The Authority does not wish to see powers such as detention increased, as this would fundamentally change the interaction with the public with whom they are building greater trust and confidence. This is echoed in the findings of our IPSOS MORI survey that showed 92% of people in Hampshire and the Isle of Wight would prefer to raise policing issues directly with a PCSO/PC face to face.

Funding for PCSOs should be made permanent. Ring fenced funding for three years creates problems at the end of the funding period. Without permanent funding, local tax payers may have to pay for the PCSO service in the future, which is unlikely to be fully achieved with the current capping of the precept unless the number of PCSOs is reduced. The Authority believes this would not lead to improved confidence, which is the proposed single target to be set by the Home Office.

It is disappointing the green paper does not make any direct mention of the extended police family, such as the Accredited Wardens and Accredited Community Safety Officers (ACSOs). Hampshire Constabulary works closely with ACSOs provided by local authorities, as evidenced by joint tasking arrangements and some shared communications systems. Many of the accredited officers have effective powers to protect our residents from a variety of their key concerns including:

- anti social behaviour;

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- under age drinking;
- littering;
- fly tipping.

Other local authorities indicated their agreement to this position at our stakeholder consultation event.

Although three in five respondents to our IPSOS MORI survey (61%) indicate that they *do* understand the role of PCSOs, there is a proportion that do *not*. Just over a third (35%) of residents do not fully understand what PCSOs are employed to do, with those aged over 65, in the less affluent social grades, and those who are not working, more likely to belong to this category.

This lack of understanding by some may influence the mixed views as to whether PCSOs have sufficient powers to deal with anti-social behaviour. While 41% of residents agree that they do, a similar proportion (39%) do not agree. In addition, residents are undecided regarding whether PCSOs throughout England should have identical (49% agree) or locally relevant (47% agree) powers.

Question 4: How can we ensure that police authorities and local authorities everywhere cooperate in tackling local people's priorities – including ensuring that the local pledge is delivered everywhere?

The Authority works closely with a range of partners. 100 representatives from key stakeholders attended an event organised by the Authority on 25 September 2008. The LAA and CDRP process has moved the Authority into a much closer working relationship, but the green paper proposals have tended to silo 'policing' from wider community safety activities. The policing pledge is very "police-centric" and it is a missed opportunity that it does not go further to recognise the service that

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others could provide.

The reduction in local authority representation on police authorities potentially damages some of the work that is progressing successfully and the Authority believes the green paper does not take into consideration the differences of working in a two tier area. The Authority believes that partnership working needs to be strengthened.

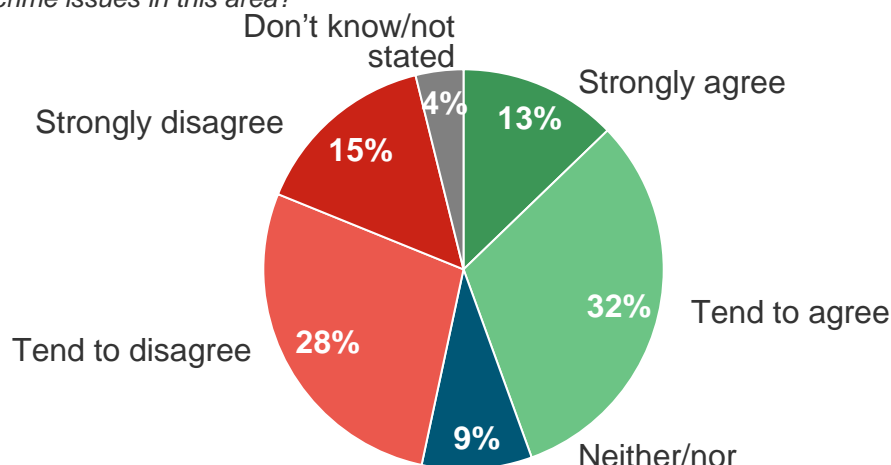
The LAA, PSA and CDRP processes have gone some way towards greater working with our partners, and common targets that do not contradict different organisational working have helped to shape collective working. As a prime example of partnership working in Hampshire and the Isle of Wight, the Authority and its partners have sought to maintain the 101 system, despite the cessation of central funding which has led to a significant financial burden on local communities.

However, one area of improvement is in relation to keeping the residents of Hampshire and the Isle of Wight informed about this partnership working. The Authority's IPSOS MORI survey told us that under half of people surveyed agreed that we keep them informed about how partnership working tackles anti-social behaviour and other crimes issues. In response to the green paper proposals, the Authority and its partners indicated at our stakeholder conference that now is the time to strengthen the relationship between partners and the Authority, not to dismantle them through the introduction of Crime and Policing Representatives.

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Views on whether police/council keep people informed about ASB and crime

How much would you agree or disagree that the police and local council *keep people informed about how they are dealing with anti-social behaviour and crime issues in this area?*



Base: 1,000 residents living in the Hampshire Police Force area; fieldwork 28th August to 8th September 2008

Ipsos MORI



Question 5: *Under these proposals police authorities will have a majority of directly elected members, complemented by representation from local councils and independent members. What is the right balance between local council representation and independent members?*

Hampshire Police Authority strongly supports the Authority becoming more accountable to the community it serves. However, the green paper does not present any evidence to justify the proposal to restructure Police Authorities and CDRPs/CSPs by the introduction of directly elected Crime and Policing Representatives.

The Authority believes the introduction of CPRs will be costly in terms of management of elections, member allowances, staffing and other costs.

The Authority believes that as it is a large force area (15 CDRPs, 4 upper tier Authorities and 11 boroughs and districts), the Authority would potentially become too large to take effective decisions.

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The Authority is concerned that the introduction of CPRs would create a political Authority, which would damage its strategic requirements by the furtherance of parochial matters.

There is a danger that the relationship between CDRPs and the Authority would be damaged, and there are concerns over the appropriateness of CPRs to be the best person to chair the group, or to have sufficient influence over partners to bring them together for the good of the local area.

The question above does not allow for full and frank opinions to be shared upon this fundamental and far reaching change to the make up of Police Authorities and CDRPs. The implications are wider than just the accountability or indeed the answerability of the Authority to the public. The Authority needs to be reassured of the motivation for this change, as no evidence has been presented in support of it.

The introduction of CPRs would create a representative on a single issue, unlike current Authority elected members who bring a wider knowledge of the implications and competing priorities faced by local government. Direct elections could damage further the confidence of local people as candidates vie for a platform to stand upon, technically by reinforcing a message that the police are not performing and therefore they would be the best person for the job. The politicisation of Police Authorities could also affect the ability to recruit top-performing police officers to ACPO officer level due to the risk, perceived or otherwise, of political interference in their day-to-day responsibilities.

Currently, Hampshire Police Authority works at a strategic level for the good of all Hampshire and Isle of Wight residents. CPRs, however well intentioned, may have a desire to act on a local level, rather than seeing the wider and more strategic direction that the Authority should be concerned with.

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A further point to note is that Police Authorities are not a uniform size. Hampshire might find itself too large to effectively carry out business, while others may not have sufficient representation to operate. For example, our colleagues in Wiltshire only have two CDRPs and local authorities, compared to 15 CDRPS and four top tier local authorities in Hampshire and the Isle of Wight. The Authority believes this situation has arisen as a result of a failure to acknowledge the workings and complexities of two-tier areas. There is a statutory duty on upper tier authorities for community safety and crime and disorder. Local authorities are the accountable body for both the LAA and CAA. Therefore, the upper tier authorities need strong representation on the Police Authority to exercise their mandate, and combined with CPRs, this will lead to a large body in terms of membership.

Although the green paper has not specifically outlined details of how the Chair of the Police Authority would be selected, the Authority believes that to insist that making only CPRs eligible for the role would limit the opportunity for experienced and knowledgeable independent members to take a senior position. The Authority is best placed to nominate its own Chair based on appropriate skills and knowledge and should not become a political process.

The Authority does not believe that the cost of introducing CPRs has been fully considered by the Government. Under the green paper proposals, the size of the Hampshire Police Authority will increase, with estimates ranging from 27 to 58 members. Regardless of the actual number, there will be an obvious increase in the number of Members claiming allowances and expenses, and at a time of financial insecurity and budget capping, this increase in costs can only be absorbed through the reduction in the number of frontline officers or by an increase in Council Tax. Both of these options are unacceptable to the

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Authority and to residents of Hampshire and the Isle of Wight. In our IPSOS MORI survey, 59% of residents said they would not want to see an increase in Council Tax to pay for these new proposals.

In relation to cost, the Home Office has indicated that up to £20m will be 'found' from other departmental savings to fund the first elections of CPRs. The Authority has three points to make on this: firstly, if £20m can be 'found' to fund elections, why cannot that money be better spent on frontline policing, instead of elections for positions which the case for their introduction has not been made? Secondly, as the £20m funding is only for the first elections, Police Authorities and local authorities would have to find this money in future years from budgets that are already struggling to maintain the current level of frontline policing under the threat of capping. Thirdly, £20m for elections nationally is not sufficient to allow Police Authorities and local authorities to cover the cost of running these elections. Estimates from Hampshire County Council for the cost of running the 2009 County Elections are in the region of £1.5m for Hampshire alone. This does not include elections for Southampton and Portsmouth unitary authorities and Isle of Wight Council. While savings could be made by holding elections at the same time as other elections, the proposed introduction of CPRs in 2010 would be one year after the Hampshire County Council elections and therefore no savings could be made.

Our views on the CPR proposals have been supported by Hampshire and the Isle of Wight Neighbourhood Watch Association, representing some 110,000 households across our two counties. In their submission to the Authority, it said:

The present system, in place for the last 10 years or so, has worked to the satisfaction of all. There have been no complaints, nor has there been any murmur of dissatisfaction with the way the Police Authority

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operates. They have the full confidence of our Association.

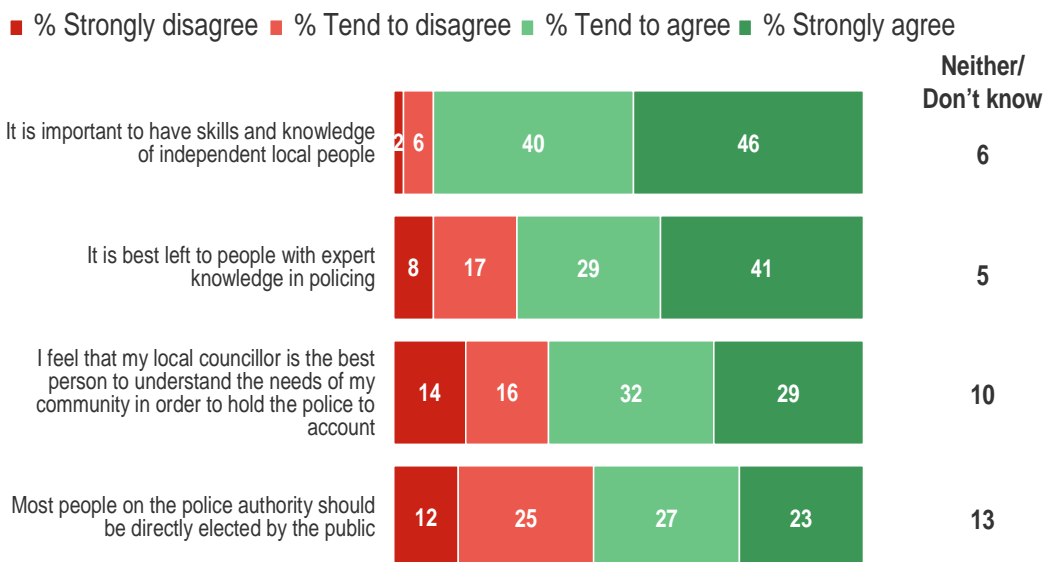
To organise and ask the population to elect new members (most of them unknown to all and sundry) would be an unwanted waste of taxpayers' money. Moreover, how many people on the present electoral roll would actually be voting, seeing the usual low turn out for even greater important elections such as local councils or the country MP's.

Our residents are generally happy that the police and council seek their views and are tackling matters which are important to the community.

When asked about the accountability of the police our residents responded as set out in the chart following:

Views on local accountability of police

Please can you tell me the extent to which you agree or disagree with the following statements about local accountability?



Base: 1,000 residents living in the Hampshire Police Force area; fieldwork 28th August to 8th September 2008

Ipsos MORI



Hampshire Police Authority is surprised that only one option model was put forward and would welcome the opportunity to re-visit this area after examining evidence on the current levels of effectiveness and efficiency

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of Police Authorities gathered as part of the HMIC inspections to be introduced next year.

***Question 6:** To what extent might police authorities be able to allocate part of their budgets by participatory budgeting?*

***Question 7:** What other community safety budgets do you think might be suitable to be allocated in this way?*

***Question 8:** Do you consider the creation of the Communities Safety Fund to be the best way to use the money that currently makes up the BCU fund?*

In response to questions 6, 7 and 8, the BCU fund, if given directly to directly elected CPRs, would need to have audit checks and balances put into place to ensure that ‘pet/politically reappointment projects’ were not funded, which could result in a bureaucratic and costly process to monitor.

The Authority is facing difficult decisions in financing the current level of policing; the removal of the already depleted BCU fund from the force could have a serious impact on partnership working and therefore the potential confidence of the community.

The Authority, like many of its partners, believes unless the Police Authority has complete autonomy over its budgets, participatory budgeting will be meaningless. Without this autonomy, participatory budgeting is tokenistic and involves very small sums of money removed from other budgets.

One factor in the success of participatory budgeting is having an available budget to distribute, and for associated costs. Budget pressures and gaps mean cuts and savings over and above efficiency savings are required to release resources. This is easier to introduce with increasing, rather than reducing, resources, which is not a position the Authority finds itself in. As such, it is a new burden that should be funded by Government.

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Another factor for success of participatory budgeting is the willingness of the community to make use of this budget. The Authority's IPSOS MORI survey results informed us that respondents who were told that control over neighbourhood money has raised concerns about an unequal distribution of resources were less likely to agree that neighbourhoods should be given more control over police resources than those who were just informed about the proposals for a pot of money. However, more residents overall agree than disagree that neighbourhoods should be able to have greater influence over how police resources are spent.

But when it comes to residents being willing to run a project using this pot of money (e.g. by running a youth activity once a month or monitoring CCTV cameras for a few hours a week), the majority (69%) say they would *not* be prepared to get involved. Three in ten (30%) residents indicate they would be prepared to volunteer. Those that read tabloid newspapers, are aged between 35 and 44, or do not think the local police/council are successfully dealing with crime, are more likely than average to say they would get involved.

Question 9: How might the Councillor Calls for Action be best used to complement the broader changes to local accountability arrangements for policing?

The Authority welcomes the introduction of CCfA, but only if links to local authorities are strengthened rather than diminished. The Authority is unsure of the workability of this if CPRs are introduced onto the Authority.

The Authority agrees that it is right for any member of the public or councillor to require further information or question service provision. Hampshire Police Authority has attended local authority scrutiny panels.

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Unfortunately, if the green paper proposals on CPRs are enacted, this activity could become very unclear. There is insufficient evidence and detail of how this would work in practice.

Any concerns raised to a local councillor by a member of the public should be directed to the relevant Police Authority member. The proposals made in the green paper blur the lines of responsibility of both police officers and of decision-making at a local level and reduce transparency.

Professionalising and freeing up the police Chapter 2: Reducing bureaucracy and developing technology

Question 10: How can we best involve frontline officers and staff in designing more effective and less bureaucratic processes?

Question 11: How can we ensure that new forms of bureaucracy do not replace those that we are committed to reducing?

Question 12: How best, together, can we tackle the risk aversion that Sir Ronnie Flanagan identified?

The Authority welcomes the possibility of bureaucracy reduction. There have been many ACPO leads on this subject and very little return witnessed to date, therefore the Authority asks that a review be carried out to establish the gap between the current situation and the desired outcome.

The Authority welcomes the principle of one over-arching target, but notes that this may lead to increased data collection burdens. How to really understand why confidence is good, bad or indifferent has not yet been given scope within key diagnostic indicators or via proxy measures. The Authority believes that in reality the proposals in the green paper may increase data collection e.g. the policing pledge, increased consultation, elected members.

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A national champion for bureaucracy will help and will be a place where police forces and authorities can raise issues. One priority for the champion would be to consider how the policing pledge, APACS, LAA targets, etc, all link together and whether targets and data collection are really being reduced. In addition, the bureaucracy implications of elected police authority members need to be considered: Who will run the elections? Will extra Police Authority staff be needed? What extra training will be needed to bring large numbers of new members up to speed with policing issues?

Hampshire Police Authority acknowledges that Activity Based Costing (ABC) is not an ideal measure of cost against effectiveness, but is the current system that used to help inform the Authority's efficiency strategy. The Authority support any proposals that reduces bureaucratic and time consuming processes within the current ABC system, while continuing to provide a method by which the Authority can measure the performance of police against targets.

Chapter 3: Defining roles and leadership in the police service

***Question 13:** How can we best change the operation of Senior Appointments Panel to make it more proactive in succession planning and appointments, with greater strategic input into leadership development?*

The ability of the Authority to select the appropriate persons at ACPO level and the duty to appoint (and if necessary remove) the Chief Constable is critical.

The PNAC and SCC processes are not helpful as they result in a small potential pool of candidates and a rush from all Authorities wishing to appoint.

The Authority has been fortunate in attracting high calibre candidates

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recently but is aware that other Authorities have not fared as well. The guidance from SAP is not necessarily helpful and the Authority has concerns of the motivation for the recommendations made by this group. There needs to be a balance struck between local needs and national direction.

The Authority is concerned about the potential dilution of its discretion to appoint the most appropriate candidate if SAP has more power to direct.

An overall review of the PNAC and SCC process would be welcomed.

Question 14: How should a scrutiny gateway for the renewal of fixed term appointments work?

Hampshire Police Authority believes that the renewal of fixed term appointments should lie primarily with the Authority in consultation with the Home Office.

No further comment to make.

Question 15: What is needed to recognise that it can be right for chief officers to leave a force before the expiration of their contract because that is best way forward for the individual or for the organisation?

The opportunity is welcomed by the Authority.

Hampshire Police Authority believes that there needs to be flexibility in criteria that would permit this activity. The Authority should not have to pay the compensation; it believes it would be better resourced centrally. The Authority also believes that the right to dismiss the Chief Constable must be set against the officer's performance and early termination should not provide a means to be held to account.

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Question 16: How can we establish better succession mechanisms, including in poor performing forces?

Please refer to the Authority's concerns of the PNAC, SAP and SCC raised above.

Question 17: The government would also appreciate views on the proposed approach to Regulation 11's provisions on serving in another force as chief officer before becoming a chief constable.

Hampshire Police Authority supports the continuation of selecting from outside the force as this provides for new direction and fresh thinking to be employed by the incoming officer.

Hampshire Police Authority supports the principle of Regulation 11, as it reduces the danger of political or professional interference in the appointments process. It also allows officers at ACPO rank to broaden their individual expertise in different police forces. However, the regulation is diluted with the inclusion of 'in exceptional circumstances', which are not outlined and leaves the potential for the regulation to be abused. The Authority would therefore support Hampshire Constabulary's view that Regulation 11 should be returned to its original form without the clause.

Chapter 4: Focusing on development and deployment

Question 18: The Government would be grateful for initial views on its outline three-year equality, diversity and human rights strategy for the police service.

Question 19: The Government would be grateful for views on what impact (positive, negative or none) will the Green Paper proposals have on communities, police officers and staff from diverse backgrounds. This will inform further development of the Equality Impact Assessment for the Green Paper.

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The Authority welcomes the introduction of the 3-year equality, diversity and human rights strategy, although it needs to have relevant targets set against local circumstances.

The Authority welcomes the introduction of the equality standards for policing - it will provide a clear message to all communities. The Authority is concerned that some aspects will need to be fully impact assessed. For example, those that do not choose or are excluded for economic or other aspect from 'fast tracking' within the service, should not be disadvantaged.

Strategic role for Government Chapter 5: Co-ordinating change in policing

***Question 20:** Are our proposals for strengthening the National Policing Board and encouraging collective action on the small number of issues that demand national attention right?*

The Authority supports the use of the National Policing Board. There must be clear mechanisms in place to ensure that if key partners are not supportive or concerned that issues have not been determined at the appropriate level, that the Authority and other representatives within the tripartite will be able to challenge.

The Authority supports Hampshire Constabulary's view that there must be careful consideration of any decisions which may have local resource implications.

Not everything is best delivered by individual forces working in isolation or in collaborative effort. For the service to effectively and efficiently deliver local policing, respond to incidents and ensure that protective services have sufficient capability and capacity, there is a need for standardisation in terms of procurement and connectivity between business processes and IT.

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***Question 21:** Using the principles we have outlined, what issues should be decided at the national, regional and local level, and who should have responsibility for taking those decisions?*

The Authority believes that decisions should be taken at the most appropriate level (to the lowest point of decision). The Authority would be concerned about regional decisions if appropriated to GOSE as they [GOSE] work at the community safety level and to LAA targets. Areas including Counter Terrorism for example would be most appropriate at the national level.

The Authority generally supports the levels set out within the green paper.

National and regional decisions should not be to the detriment of the local, specifically with respect to funding and potential top slicing for initiatives, that although may be of much merit, have not been factored into the base budget set by the Authority.

Policing priorities and the setting of police targets should, in consultation with key partners, remain the preserve of the Police Authority.

***Question 22:** In what areas of policing should we give greater freedoms to frontline practitioners to enable them to deliver on local priorities and on seriousness in the most effective and efficient way?*

The Authority believes the opportunity for local discretion would provide the greatest freedom.

The Authority believes that local priorities in consultation should be determined at the local level and therefore welcomes the reduction in perverse targets and the introduction of a single overarching performance measure.

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Chapter 6: Reinforcing collaboration between forces

Question 23: What more can be done to build upon present policing arrangements to improve the security of our borders?

Question 24: If a border policing agency were created, how far should links with local forces and local accountability be preserved?

Question 25: What are the operational benefits and risks of creating a national police border force as proposed by ACPO?

Question 26: Are there any variations to ACPO's national policing model that could offer greater operational benefits than those currently being delivered under the present arrangements?

Question 27: What would be the main costs?

Question 28: Will structural reform be required?

The Authority is unconvinced about whether a border police is the most effective mechanism for improving border security.

In respect to the six questions above, the Authority believes that more consideration should be given to strengthening arrangements currently in place, for example the role of HM Customs and Revenue, British Transport Police, the UK Border Agency and local forces for who this would have the most impact.

There would be substantial concerns of the cost implications of the creation of such a force and the associated governing arrangements. It would be essential that if a border force was created that it be governed by a Police Authority.

The Authority would be concerned that experienced officers from its own force might be recruited to this new organisation, potentially leading to a skills and knowledge gap. This is echoed by Hampshire Constabulary that there are risks linked to force resilience and succession planning particularly in the short to medium term.

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The questions above (23:28) focused heavily upon the creation of a border force. Hampshire Police Authority is currently working with neighbouring authorities to ensure that the efficiency and effectiveness of working arrangements can be improved. Indeed, the Authority already has collaboration arrangements in place with Dorset (from GOSW – not GOSE) on working together in the lead up and during the Olympics in 2012.

The Authority is working closely with Thames Valley on shared ICT management resource. The Authority is working with colleagues across the south-east on larger projects such as: Forensics (Fingerprints, Screenings & Submissions Units), Confidential Units, Technical Support Units, Advance Search, Internet Policing, Witness Protection and Hi-tech Crime.

Other opportunities for collaboration are currently being considered by the South East Collaboration oversight board, which is chaired by the Chair of Hampshire Police Authority, Councillor Jacqui Rayment.

Chapter 7: Improving performance in policing

The Authority welcomes inspection and would appreciate the opportunity to learn of ways to improve the service it provides.

The Authority believes it is right and proper that the role of HMIC is made further independent.

The Authority believes that if the Home Secretary wishes to have the power to remove a chief executive that they should be afforded the same protection enjoyed by their local authority colleagues (such as SOLACE).

Hampshire Police Authority members can raise training and skills

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needs via the Authority's PDR process. The Authority would welcome the Home Office supporting the capacity of Members and Staff to effectively fulfil functions and duties by supporting resources to enable appropriate training to be undertaken.

As this chapter had no specific question, the Authority felt there were some key aspects contained within the chapter that need further exploration.

It is unclear at what point and how a Police Authority might be considered to be failing. The use of HMIC as the inspection authority could lead to tensions as the Authority is the customer in respect of improvements that should be made of the force. Is there a danger that the Authority could find its self in the bizarre position that the force is performing either very well or poorly but the Authority might have an exact opposite judgement made against it?

The Authority also welcomes the proposal to introduce the requirement to set the Chief Constable's PDR, in consultation with HMIC to ensure appropriateness. This supports the national agenda for localised policing and ensures those accountable locally for policing performance play a more important role than at present in the review of the performance of the Chief Constable.

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Respondent information

How did you find out about the consultation?

- | | |
|-----------------------------|-------------------------------------|
| a) from the Home Office | <input checked="" type="checkbox"/> |
| b) on line | <input checked="" type="checkbox"/> |
| c) Through our organisation | <input checked="" type="checkbox"/> |
| d) through friends | <input type="checkbox"/> |
| e) through an event | <input checked="" type="checkbox"/> |
| f) through the media | <input type="checkbox"/> |
| g) other (please specify) | <input type="checkbox"/> |

How are you replying to us?

- | | |
|---------------------------|-------------------------------------|
| a) by e-mail | <input checked="" type="checkbox"/> |
| b) by post | <input type="checkbox"/> |
| c) at an event | <input type="checkbox"/> |
| d) other (please specify) | <input type="checkbox"/> |

Please indicate the region of the UK you are from, or the organisation that you represent is based:

- | | |
|---------------------|-------------------------------------|
| a) England | <input checked="" type="checkbox"/> |
| b) Scotland | <input type="checkbox"/> |
| c) Wales | <input type="checkbox"/> |
| d) Northern Ireland | <input type="checkbox"/> |

Are you a: (please tick all that apply)

- | | |
|---|-------------------------------------|
| a) member of the general public | <input type="checkbox"/> |
| b) member of the police force | <input type="checkbox"/> |
| c) member of a police body (e.g. police authority / ACPO / APA) | <input checked="" type="checkbox"/> |
| d) local government | <input type="checkbox"/> |
| e) central government | <input type="checkbox"/> |
| f) other (please specify) | <input type="checkbox"/> |

RESPONSE INCLUDED INFORMATION FROM POLICE AUTHORITY MEMBERS, MEMBERS OF HAMPSHIRE CONSTABULARY, MEMBERS OF PARTNERSHIP ORGANISATIONS INCLUDING – CDRPs, VOLUNTARY SECTOR, LOCAL AUTHORITIES, FIRE AND RESCUE AUTHORITY, PCTs, MILITARY AND THE PUBLIC FROM ACROSS HAMPSHIRE AND THE ISLE OF WIGHT.

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Glossary of Terms

ABC	Activity Based Costing
ACPO	Association of Chief Police Officers
ACSO	Accredited Community Safety Officer
APACS	Assessment of Policing and Community Safety
BCU	Basic Command Unit
CAA	Comprehensive Area Assessment
CCfA	Community Call for Action
CDRP	Crime and Disorder Reduction Partnership
CPR	Crime and Policing Representative
GOSE	Government Office for the South East
GOSW	Government Office for the South West
HMIC	Her Majesty's Inspectorate of Constabulary
LAA	Local Area Agreement
PCSO	Police Community Support Officer
PDR	Personal Development Review
PNAC	Police National Appointments Committee
PSA	Public Service Agreement
SAP	Senior Appointments Panel
SCC	Strategic Command Course
SOLACE	Society of Local Authority Chief Executives