



Hampshire Police Authority & Hampshire Constabulary

Policing Plan 2008-2011

Joint Foreword

People come into contact with the police for lots of different reasons but no-one hopes they will need our services. Nonetheless, everyone has a view on what the police should be doing.

This plan for local policing demonstrates how Hampshire Police Authority and Hampshire Constabulary intend to serve and protect Hampshire and the Isle of Wight from 2008 to 2011 based on a strategic assessment of the area and consultation with local people carried out by the police authority.

First and foremost, we know that people want the police to be available in a real emergency. Outside of that, staff are allocated across the area according to a combination of community need and resource demand. Neighbourhood policing is making real inroads into making local areas safer for communities.

A proportion of police time is taken up with what the government calls 'protective services', namely, tackling terrorism and extremism, serious organised and cross-border crime, civil contingencies and emergency planning, critical incident management, major crime including homicide, public order incidents and strategic roads policing. Other work in the longer term plan includes setting out what is required of the police in the run up to the 2012 Olympics.

As is well reported, there is a significant amount of paperwork that must be completed to ensure that the police are operating fairly and honestly. Indeed part of the police authority's role is to make sure the force is accountable for what it does. However, it has now been recognised nationally that we need to reduce the paperwork burden imposed on officers.

Additionally, this plan comes in at the start of a new performance management framework for police, Assessments of Policing and Community Safety (APACS), commencing in April 2008. This framework is intended to monitor and assess the crime and community safety work of the police and their partners in England and Wales.

The Review of Policing by Sir Ronnie Flanagan will we hope have a significant impact on policing in Hampshire and the Isle of Wight and how the police authority holds it to account, in that it advocates a reduction in bureaucracy and major changes to be made to accountability arrangements.

In previous years, policing plans such as this have been set out annually. Now, the police are required to set out their plans over a rolling three year period in order to fit in with funding settlements. However, plans will always be flexible to changing circumstances over the three year period.

Although we know resources are going to be tight over the next three years, we will strive to do the very best we can for the people of Hampshire and the Isle of Wight. This is only made possible by a group of some 6,000 committed men and women who deliver a professional service and collectively work to make the two counties safer places for us all.

If you require any part of this document in Braille, large print, audio or another language, please contact Hampshire Police Authority on 01962 871595 or by email to police.authority@hampshire.pnn.police.uk.

Councillor Jacqui Rayment
Chair
Hampshire Police Authority

Paul Kernaghan
Chief Constable
Hampshire Constabulary

This document has been equality impact assessed as Low. The document can be viewed in full at:
http://www.hampshirepoliceauthority.org/hpa/hpapublications/equality_impact_assessments.htm

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Hampshire Police Authority

Hampshire Police Authority is an independent organisation that sets the policing budget and is responsible for overseeing Hampshire Constabulary.

The 17 members of the Police Authority, who are elected councillors, magistrates or members of the public, represent the views of the people of Hampshire and the Isle of Wight.

Hampshire Police Authority conducts its business in the main through meetings of the full membership of the Police Authority and through committee meetings, which are:

- Community Affairs Committee,
- Complaints and Professional Standards Committee,
- Crime Prevention Committee,
- Finance Committee,
- Governance Committee,
- IT and Information Systems Strategy Committee,
- Performance Committee; and,
- Personnel Committee.

Each year, the Police Authority publishes (in March and updated in June) a local policing plan that identifies policing priorities, plus an annual report (in June) that shows the extent to which the previous year's aims and objectives were achieved.

In 2008 the Police Authority contributed to the second cross-Hampshire multi-agency council tax booklet, delivered to households in March.

In 2007, a summary of local policing was printed in the local authority publications *Hampshire Now* (Hampshire), *Flagship* (Portsmouth), *City View* (Southampton) and *Wight Insight* (Isle of Wight) to provide an 'at a glance' view of Hampshire Constabulary's performance. It is intended to publish the same type of summary in the same publications later in 2008.

Hampshire Police Authority sets aims and objectives for itself based on its consultation with the public and on its own strategic assessment of the challenges facing policing over the next three years.

The Authority exists to:


- secure an efficient and effective police service for everyone in Hampshire and the Isle of Wight; and,
- be a leading Police Authority that is recognised and respected at local national and regional level

Its objectives for 2008-2011 are to ensure that:

- policing by consent operates throughout all the communities of Hampshire and the Isle of Wight;

- Hampshire and Isle of Wight communities feel confident about their police force and reassured about levels of crime;
- Hampshire Constabulary is adequately resourced, recognising government financial restrictions, and efficient in its use of resources recognising both short and long-term requirements and balancing needs across Hampshire and the Isle of Wight;
- neighbourhood policing and accountability of OCU commanders to local communities continue as a significant focus of policing activity;
- Hampshire Constabulary continues to develop its capability in protective services and in collaborative arrangements with other Forces, where these benefit the citizens of Hampshire and the Isle of Wight;
- Hampshire Constabulary's performance is in the upper quartile of all performance indicators.

Further information about Hampshire Police Authority, its members, committees, the amount for policing in the council tax and Police Authority publications can be found at www.hampshirepoliceauthority.org. If you do not have access to the internet or require information in an alternative format, such as Braille, large print or audio, please contact us in one of the following ways:

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Hampshire Constabulary

Hampshire Constabulary aims to make Hampshire and the Isle of Wight safer places in which to live, work, visit, grow up and grow old.

The constabulary is committed to upholding the law fairly but firmly; to preventing crime; to pursuing and bringing to justice those who break the law; to keeping the Queen's peace; to protecting, helping and reassuring; and to be seen to do all this with integrity, common sense and sound judgement.

The constabulary will ensure that people are treated fairly, regardless of their age, gender, disability, race, colour, ethnic or national origins, sexual orientation or religion. Hampshire Constabulary's policies are designed not to discriminate against any group or individual. The constabulary will also seek to respond sensitively to any special needs experienced by particular groups.

Hampshire Constabulary will be compassionate, courteous and patient, acting without fear or prejudice to the rights of others. The constabulary will be professional, calm and restrained in the face of violence and apply only that force which is necessary to accomplish its duties.

The constabulary will strive to reduce the fears of the public and, so far as possible, reflect the public's priorities in the actions taken. Any well founded criticism will be responded to by a willingness to change.

Hampshire Constabulary will strive for continuous improvement in making efficient use of resources and in responding to the needs of the public, all of which will be done in an environmentally sensitive manner.

Quality of Service Commitment

Hampshire Constabulary is committed to citizen-focused policing. This can be defined as, 'A way of working in which an in-depth understanding of the needs and expectations of individuals and local communities is routinely reflected in decision-making, service delivery and practice'. Keeping in regular contact and managing expectations is crucial to the quality of service provided to the victims of crime. This is the Quality of Service Commitment.

"When members of the public make contact with Hampshire Constabulary, high standards are rightly expected. Our Quality of Service Commitment outlines our undertaking to provide that high standard in support of our vision for policing. From the ease with which the public is able to first make contact, through to keeping people informed thereafter, we aim to provide a professional, high-quality service and a standard against which we will be held to account. We will monitor our performance against these principles and constantly strive to improve service delivery."

Chief Constable Paul Kernaghan

Over the coming years the constabulary will continue to develop and improve its Quality of Service Commitment. Underpinning this will be the continuous improvement and commitment to Safer Neighbourhoods, improved service to victims of crime, improved public consultation and accessibility, and greater opportunities for local people to shape local policing.

For further information about our Quality of Service Commitment and Neighbourhood Policing visit www.hampshire.police.uk.

Race, Diversity and Human Rights

Recognising the rights of communities and individuals to be served according to their needs, the Hampshire Constabulary will conduct a full review of the Race, Gender and Disability Equality Schemes with a view to implementing a Single Equality Scheme covering all strands of diversity. In addition a diversity champion's framework has been set up across the force, to support staff and raise awareness of any specific strand issues.

The Hampshire Constabulary Consultative Group will continue to meet every eight weeks to advise and comment on Force Policies and Procedures affecting race and faith.

2008 will see the addition of two more Independent Advisory Groups; the Lesbian, Gay, Bi-sexual and Transgendered group and a Disability group. These groups comprise valued community members on a voluntary basis who


advise and challenge the constabulary on tactics, procedures and responses to major incidents.

In 2008 the constabulary's commitment to promoting diversity led to it attaining the position of joint top police force in the United Kingdom, as well as third place as an employer in the Stonewall workplace assessments.

Hampshire Constabulary is fully committed to the Human Rights Act 1998 and ensures all of its policy and procedures are compliant.

Visit www.hampshirepoliceauthority.org and www.hampshire.police.uk for both organisations' race, disability and gender equality schemes.

Further information about Hampshire Constabulary can be found on the Force's website at www.hampshire.police.uk. If you have a comment to make about policing in your area, please contact your local police station. The telephone number for all non-emergency calls to the police is 0845 045 45 45. In an emergency, always dial 999.

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About the Planning Process

Before the beginning of each financial year every police authority is required to issue a policing plan. The plan sets out the police authority's policing priorities for the period of three years, and details the breakdown of what policing activity will take place over the coming year to work towards them.

The plan provides details of the resources expected to be available, the planned increases in efficiency and productivity and how the force's performance will be measured and judged. The plan will also report on the end of year information for the Government's Statutory Performance Indicators for the last three years (see [Appendix A](#)).

Hampshire Police Authority, in consultation with the Chief Constable, determines the strategic priorities and local objectives for Hampshire Constabulary by using the results of community consultation, intelligence-based assessments about current national and local emerging issues, as well as an ongoing assessment of resources and performance.

As part of the drive for improved citizen focus, the constabulary is working to establish more localised consultation processes which will help to inform future planning and prioritisation. The development of ['Your Voice Counts'](#) allows members of the public to feedback directly their comments and experiences of the service they have received from Hampshire Constabulary.

Visit www.hampshirepoliceauthority.org and www.hampshire.police.uk for more information on both organisations' consultation processes.

The policing plan priorities have been developed taking into account the strategic assessments of the 15 Crime and Reduction Disorder Partnerships. This ensured that the priorities not only reflected national issues but also the concerns raised by local communities.

Hampshire Constabulary is also an active partner in the development and implementation of four local area agreements (Hampshire, Southampton, Portsmouth and the Isle of Wight). A Local Area Agreement creates a contract between the Government and a county or unitary authority and its partners, which identifies priorities for the area and the improvement targets that they want to achieve in addressing these priorities.

Consequently the constabulary's policing plan priorities and the Local Area Agreements have been developed to have direct links. The relationship between them is shown in [Appendix B](#).

Full details of the Local Area Agreements can be found at the following links:

[Hampshire](#)
[Southampton](#)
[Portsmouth](#)
[Isle of Wight](#)

For the period of this plan, 2008-2011, Hampshire Constabulary's strategic priorities have also been developed in line with:

- the government crime strategy 'Cutting Crime: A New Partnership 2008–2011'
- the government 2008-2011 Public Service Agreements
- the National Community Safety Plan 2008-2011

The National Community Safety Plan sets out the Home Secretary's annual Strategic Policing Priorities for the period 2008/09 which are aligned with the Public Service Agreements and with the national policing performance framework. Full details of the National Community Safety Plan can be found using the following link:

[2008-2011 National Community Safety Plan](#)

The Home Secretary's key strategic priorities for the Police Service for 2008/09 are as follows:-

1. Reduce crime in line with the national PSAs (23 and 25), including focusing on more serious violence (particularly involving the use of firearms and other weapons), serious acquisitive crime (particularly prolific and other priority offenders and drug-misusing offenders), alcohol-related crime and disorder, and anti-social behaviour.

2. Increase public confidence in and satisfaction with the police through an emphasis on the quality of service provided to the public.
3. In line with PSA 24, work in partnership to deliver a more effective, transparent and responsive CJS for victims and the public.
4. Work jointly to ensure that adequate capability and capacity exists across England and Wales to deliver effective policing to tackle serious and organised crime and to provide other protective services.
5. In respect of counter-terrorism and violent extremism in line with CONTEST and the counter-terrorism PSA, work with and through local communities as appropriate to disrupt terrorists and their operations; protect key sites and people going about their daily lives; deter those who facilitate terrorism; stop people from becoming or supporting terrorists or violent extremists; and be prepared to respond to a terrorist attack and its consequences.
6. The tougher financial settlement for the CSR period requires both police authorities and forces to make the best use of resources, with a continuing commitment to achieving significant cashable improvements in efficiency and productivity. The Police Service should see resource management as a core responsibility of delivering sustainable improvement.

The Hampshire Constabulary and Hampshire Police Authority Strategic Priorities 2008-2011

The strategic priorities for 2008-2011 are:

Safer Neighbourhoods – working with communities to build and maintain neighbourhoods where people are safe and feel safe

Hampshire Constabulary will:

- Tackle anti-social behaviour and criminal damage
- Address the problems caused by alcohol, drug and substance misuse
- Work closely with local partners through Crime and Disorder Reduction Partnerships and the Local Area Agreement process.

Safeguard people – protecting the vulnerable

Hampshire Constabulary will:

- Work to reduce the numbers of victims of child abuse, domestic abuse and hate crime
- Work with partners to deal robustly with the most serious sexual and violent offenders
- Respond quickly and effectively to cases of missing people

Protect our communities – preventing and planning

Hampshire Constabulary will:

- Tackle terrorism and domestic extremism in line with the national strategy to prevent, pursue, protect and prepare
- Prepare for emergencies and major incidents

Prevent, reduce and detect crime – targeting criminals, protecting victims

Hampshire Constabulary will:

- Focus on reducing rape and improving our support to victims
- Tackle serious violence and bring offenders to justice
- Fight serious and organised crime
- Combat alcohol and drug-related crime
- Pursue vigorously individuals responsible for high volumes of crime, particularly Prolific and other Priority Offenders
- Maintain the highest standards of major crime investigation

Underpinning these priorities Hampshire Constabulary has also made a commitment to:

- Invest in and value our people
- Reassure our communities by always acting with integrity and delivering the best quality service
- Ensure the best use of our limited resources

Performance towards the 2008-2011 Strategic Priorities will be driven through measurable annual policing objectives. These objectives will be reviewed and set each year in the Force Control Strategy and measured through the Force Performance Review Group (see p13 for more details on our local targets). The objectives are consistent with the Home Secretary's national strategic priorities 2008/09.

Hampshire Constabulary's 2008/09 local policing objectives

For the year 2008/09 Hampshire Constabulary have identified, under each of the Strategic Priority areas, policing objectives which will be key to meeting these priorities. Each objective is owned by a chief officer and has an action plan behind it:

Safer Neighbourhoods – working with communities to build and maintain neighbourhoods where people are safe and feel safe

Hampshire Police Authority and Hampshire Constabulary, working with the 15 Crime and Disorder Reduction Partnerships of the two counties, are making progress to fully embed the principles of Citizen-focussed policing. 'Safer Neighbourhoods' remains a priority across the two counties as part of this for the forthcoming year.

In order to embed the concept of Safer Neighbourhoods into 'business as usual' there is a need for a well thought out and comprehensive performance framework that will provide focus and purposeful direction to Safer Neighbourhood staff. This will be the highest priority in the embedding process.

Hampshire Constabulary will work with communities and media to redress the balance between perception and reality; the reassurance gap. The frequency with which the public see a uniformed presence in their community is a key factor of public reassurance. Linked to this are the actual and perceived levels of incidents which are of most concern to these communities, for example youth related anti-social behaviour, criminal damage and low-level violent crime. Although only part of the solution, heightened uniformed presence reduces opportunity for such offending, and is therefore essential in the effort to improve reassurance levels.

Police Community Support Officers have established their role within Safer Neighbourhood Teams; they will continue to deliver a high-visibility patrol presence for the majority of their duty time, and engage with those at greatest risk of offending. Funding for recruitment and retention in order to maintain the number of Police Community Support Officers at 340 has been secured until March 2009.

Introduced by the Police Reform Act 2002, Community Safety Accreditation Schemes are a key element of the 'extended policing family'. The Act enables the Chief Constable to accredit and quality assure schemes and individual Accredited Community Safety Officers. Hampshire Constabulary maintains a Community Safety Accreditation Scheme under which 118 people are currently accredited, employed by a number of local authorities in Hampshire and the Isle of Wight. Discussions have taken place in relation to further schemes to operate within the retail and leisure sector in the force area. The range of powers available to each scheme is tailored to the requirements and objectives of the local partnerships.

The constabulary will continue to develop the capture, analysis and use of intelligence, in particular community intelligence; this, in conjunction with making full use of public reassurance survey results, will enable local police commanders, working closely with partner agencies, to target resources to their locally identified crime and anti-social behaviour problem areas.

Tackling alcohol misuse has become a significant priority for the constabulary and its partners. In recognition of this it will robustly implement alcohol enforcement strategies to tackle violent crime and anti-social behaviour linked to the night-time economy and under-age drinking. The constabulary will continue to support education, prevention and enforcement strategies for alcohol and drug harm reduction through Local Area Agreements and Crime and Disorder Partnership activity.

Communication between Hampshire Constabulary and the public plays a vital role in providing reassurance and confidence in the police. In recognition of this, it will work to improve its response to public calls for service. The Call Management department will continue the implementation of effective

strategies in call screening (deployment) and crime screening (investigation), which will link in with the force's external communication strategy so that public expectations can be managed and met. All external communication strategies will continue to be reviewed, and improvements made where opportunities are identified.

Safeguard people – protecting the vulnerable

The constabulary will continue to develop and improve its capacity to use intelligence in relation to people at risk from harm, with the aim of ensuring early intervention. Making the best use of the available intelligence will enhance the identification of repeat victims, particularly in relation to domestic violence and hate crimes. Hate crimes are defined as 'any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate'.

An ongoing drive to improve the monitoring, investigation and supervision of missing people, with the aim of early identification of repeat cases, will remain a priority for 2008/09. Working with partner agencies, Hampshire Constabulary will develop strategies, objectives and targets for vulnerable missing people; to identify preventative measures in order to reduce the risk of those missing coming to harm or committing crime, and ensure best use of resources.

Local police commanders will ensure there is close management of public protection team caseloads, and that resources are placed to meet the increasing demands.

April 2008 will see the new Child Death Review processes become mandatory. These new processes will put in place systems for collecting and analysing information about each childhood death (0-18 years). Currently a multi-agency working party which comprises representatives of Hampshire, Isle of Wight, Portsmouth and Southampton Local Safeguarding Children Boards is considering a model for the Child Death Overview Panel. This process will be a key priority for the constabulary, lead by the Head of Crime.

Protect our communities – preventing and planning

Through safer neighbourhood teams, closer links are being forged with communities. These links, particularly with diverse community groups and Independent Advisory Groups, will be utilised to capture accurate information and intelligence that can be used to build a picture of issues affecting our communities. Hampshire Constabulary will continue to enhance engagement with communities and partners to ensure there are free-flowing information sharing practices in place.

Hampshire Constabulary will continue work already started in line with the national counter terrorism and domestic extremism strategy, CONTEST, to prevent, pursue, protect and prepare. The implementation of the 'Prevent plan' will be the priority for 2008/09, under the lead of the Head of Community Safety.

The identification of vulnerable 'crowded places' along with the implementation of protective security plans will continue, as will the further development of the patrol strategy for Hampshire Ports.

Prevent, reduce and detect crime – targeting criminals, protecting victims

A key priority will be to focus on reducing and improving further the investigation of rape and the support given to victims. This will be managed and overseen by the implementation of the Force Rape Action Plan.

The constabulary will work to ensure that there are sufficient numbers of the nationally accredited officers trained at Level 2 (Detective constables, sergeants and inspectors) to meet future investigative demands.

Initiatives will continue to target knife and bladed weapon offences, alongside the further development of the Force Homicide and Violence Reduction strategy tackling knife crime and domestic incident homicides. The force will continue to lead in the education of the public about the dangers and legal implications of carrying imitation firearms in public.

Local commanders will prioritise activity against 'insurgent' drug dealers at neighbourhood level and will apply the insurgent dealers' action plan where appropriate to their local issues. For this to take place it will be fundamental that Hampshire Constabulary work closely with partner agencies and the public to obtain intelligence regarding drug traffickers and networks.

The constabulary will make full use of its automatic number plate recognition technology across the two counties as an intelligence, prevention and enforcement tool to deny criminals the use of the road. Local commanders will also make best use of it by deployment in line with their locally identified priorities to reduce crime and anti-social behaviour associated with vehicle use.

Hampshire Constabulary will develop and enhance intelligence around serious and organised crime, including a review of the Level 2 (force) tasking and coordinating group process.

The Head of Crime will lead on a continued drive to improve asset recovery using legislation contained in the Proceeds of Crime act, and developing case review and organisational learning opportunities following crime investigations and operations. The Head of Crime will also drive improvements in the forensic capabilities which lead to identifications of suspects and bringing offenders to justice.

Hampshire Constabulary will improve the identification of and response to repeat victims of crime. In relation to domestic abuse the multi-agency risk assessment conferences will be reviewed to address capacity, training and infrastructure issues, including identifying pre-cursor crimes.

Working with the public and partner agencies, the constabulary will widen the use of problem resolution in a multi-agency environment (PRIME) as a way of addressing local issues in the longer term.

Protective Services and Collaboration

Hampshire Constabulary has launched the Protective Services Enhancement & Collaboration Project in order to improve its capacity to deliver quality key policing services across the two counties and where appropriate beyond. In line with renewed Government policy, the force will continue to seek and develop opportunities to work in collaboration with other police forces and agencies. Protective Services capabilities such as counter terrorism and domestic extremism and major crime investigation will also be improved.

For information about Hampshire Constabulary's protective services and collaboration plans please see [Appendix C](#).

Performance Measures

The local performance management framework which underpins this Policing Plan has been developed to ensure compatibility with the national strategic policing priorities, Local Area Agreements and Crime and Disorder Reduction Partnership plans.

Details of the targets for 2008/09 policing plan can be found in [Appendix D](#).

The remainder of other national targets – those that fall outside of the constabulary's 2008/09 priorities – remain part of the local performance management framework and would come under additional scrutiny if they were not being met.

Police performance is monitored by Hampshire Police Authority's Performance Committee and Hampshire Constabulary's Force Performance Review Group.

Statutory Performance Indicators and Public Service Agreements, set by the Government, enable the authority and the constabulary to set challenging local performance targets.

Performance of the constabulary is also measured nationally within the Police Performance Assessment Framework. This measures the force across the full range of policing activity. The gradings are published alongside those of the all other police forces. In the 2007 Police Performance Assessment Framework publication Hampshire Constabulary performed extremely well when compared with its most similar forces and sits well within the top quartile nationally.

The 2007 Police Performance Assessment Framework assessments can be viewed on:-

<http://police.homeoffice.gov.uk/performance-and-measurement/performance-assessment/assessments-2006-2007/>

From April 2008 Assessments of Policing and Community Safety framework replaces Police Performance Assessment Framework and the first report will be published in summer 2009.

Financial Information- making the best use of our limited resources

The Authority agrees a five year medium term financial strategy at its October Finance Committee meeting each year. The more detailed budget for each financial year is agreed at the Authority's February meeting prior to the financial year concerned. The 2008/09 budget has a net budget requirement of £294.2m (£281.9m 2007/08). The majority of funding is received through central Government grants. Annual council tax precept for a band D property for 2008/09 is £135.54 (£125.37 2007/08).

Activity	Budgeted spend %
Reducing Crime	6%
Investigating Crime	48%
Promoting public safety	21%
Assisting the public	25%

In response to Her Majesty's Inspectorate of Constabulary recommendations, work is underway to more effectively cost and account for Hampshire Constabulary's budget across the strategic priority areas.

Efficiency Strategy

The tougher financial settlement for the three years 2008-2011 requires both authorities and forces to make the best use of resources, with a continuing commitment to achieving significant cashable improvements in efficiency and productivity. The Authority and the Constabulary see resource management as a core responsibility of developing sustainable improvement.

The target set nationally is to achieve efficiency savings over the three year period 2008-2011 equivalent to 9.3% of the gross revenue expenditure in 2007/08. In Hampshire and the Isle of Wight this equates to approximately £30m. This is on top of the £60m efficiency savings already achieved, and independently ratified, over the previous nine financial years.

The change from annual efficiency targets to a three year target allows a more strategic approach to be taken. An Efficiency Strategy has been created to identify potential efficiency savings or productivity gains and oversee the realisation those savings or gains.

The Programme and Project Management governance arrangements recently introduced require all new programmes or projects to set out, in New Business Proposals, any potential efficiency savings or productivity gains. This process will allow the identification and realisation of efficiencies and gains from new projects. A significant project to process map all headquarters' functions, with a view to identifying potential efficiencies and productivity gains, will facilitate a comprehensive and strategic approach to identify sustainable improvements in this area.

Some efficiencies and productivity gains may be achieved through managed changes which are not new projects. Existing officers and staff in positions across the Force have been trained as Efficiency Strategy Liaison Officers to identify efficiencies or gains achievable.

As employee costs are the largest element of expenditure the Authority and Force will continue to review the workforce, using civilianisation and workforce modernisation to ensure that the best use of resources is made.

All Operational Command Units and departments will be required to set out their plans for achieving further efficiency savings and productivity gains in their performance plans. An Efficiency Strategy Board will oversee the strategy to ensure that all areas are reviewed and challenged.

Further details on the budget and efficiency gains can be found in the Finance Committee minutes on the Authority's website:

www.hampshirepoliceauthority.org

Procurement

The police authority has implemented revised standing orders and codes of conduct for staff to ensure compliance with legislation and regulatory frameworks for procurement processes.

Hampshire Constabulary has due regard to the provisions set out in the 2003 statutory 'Best value and Planning Guidance for Police Authorities and Forces'.

Audits, Inspections and Governance

The Audit Commission will undertake a number of independent reviews in 2008/09, as shown in their audit plan presented to the police authority's Governance Committee. These include giving the independent external auditor opinion on the financial statements and reporting to those charged with governance. The police authority and constabulary will assist the Audit Commission with their reviews and ensure that all relevant officers, staff and documentation are made available. The police authority and constabulary will implement the actions agreed that result from the recommendations made by the Audit Commission.

Annual Governance Statement

Hampshire Constabulary and Hampshire Police Authority will continue to maintain and improve their internal control measures to ensure the highest standards of integrity and accountability through a thorough assessment and completion of the Annual Governance Statement.

Her Majesty's Inspectorate of Constabulary

Her Majesty's Inspectors of Constabulary assess performance to promote the efficiency and effectiveness of policing in England, Wales and Northern Ireland to ensure that:

- agreed standards are achieved and maintained;
- good practice is spread; and,
- performance is improved.

Following an inspection visit in May 2007, Her Majesty's Inspectorate of Constabulary published its assessment of Hampshire Constabulary in selected policing areas. The assessments reflected significant progress in:

- Protecting Vulnerable People – Good
- Performance management – Good
- Neighbourhood Policing – Fair

Details of the recommendations made can be found on page 55 of their report: [Hampshire Constabulary Inspection Report October 2007](#) Hampshire Police Authority is closely monitoring the progress that the constabulary is making in respect of the recommendations and areas for improvement highlighted in Her Majesty's Inspectorate of Constabulary's report.

Action plans are in place to assess and adopt these recommendations and areas for improvement. Where appropriate certain actions have been included as a local priority objective for 2008/09.

Her Majesty's Inspectorate of Constabulary has outlined its phased programme of inspection activity for 2008/09:

Framework Area	Dates
Neighbourhood Policing	March 2008 – May 2008
Developing Citizen Focused Policing	March 2008 – May 2008
Civil Contingencies	September 2008 – March 2009
Critical Incidents	September 2008 – March 2009
Public Order	September 2008 – March 2009

Detections, Domestic Violence, Stop and Search data audit

In 2007 Her Majesty's Inspectorate of Constabulary conducted a data audit on behalf of the Police and Crime Standards Directorate. The purpose of the audit is to ensure that data quality is robust.

The audit concluded that:

- Detections: Management arrangements – Poor
Data testing (weighted) – Poor
Data testing (high risk) – Poor
Data testing (sanction detection disposal) – Poor
- Domestic Violence: Management arrangements – Poor
Data testing – Fair
- Stop and Search: Management Arrangements – Fair
Data testing – Fair

In response to the findings of the audit Hampshire Constabulary embarked upon a full review of these areas.

Amended Street Encounter forms are being launched on April 1 2008 to include mandatory entries taking account of the fairness and equality Statutory Performance Indicators. Force policy and procedure is currently being updated to include clear direction on performance indicator requirements and will be published to coincide with the launch of the new forms. In line with Her Majesty's Inspectorate of Constabulary's recommendations, periodic intrusive audits of the Crime Reporting Bureau's form validating process has been implemented. A new detective sergeant's post within the Community Safety Team will be focussed on monitoring domestic violence investigations and incidents.

Training has been provided for key staff in Incident Management Units together with clear and unambiguous messages from senior management at Force and Operational Command Unit level that reliable performance measurement, and effective performance management, cannot be achieved without high quality data. The work to put in place the required improvements has been co-ordinated and driven by the Force Detections Working Group. Among this Group's most impactful pieces of work has been a review of detection processes that has been informed by good practice drawn from Her Majesty's Inspectorate of Constabulary and other forces. The revised detection processes will help to ensure that good decisions are made around detections and that the information underpinning those decisions is readily available for scrutiny. It is anticipated that the new detection processes will be implemented on April 1 2008.