

## Hampshire Police Authority & Hampshire Constabulary Policing Plan 2008-2011

### Summary of Collaboration and Protective Services Improvement Plans

#### Protective Services

The business case, submitted to the Home Office in December 2005, set in place plans and appropriate funding to distinguish Hampshire Constabulary as a strategic force in terms of the Her Majesty's Inspectorate of Constabulary's reports "Mind the (level 2) Gap" and "Closing the Gap". A project was formed (Strategic Forward Together) and charged with delivering the necessary improvements to protective services. The final stage of that project will provide an additional 15 fully-trained police officers to the full-time Tactical Firearms Support Unit from April 2008. The uplift to protective services as part of Strategic Forward Together was deemed noteworthy when Her Majesty's Inspectorate of Constabulary carried out their inspection of major crime and serious and organised crime at the end of 2007.

There is an expectation from the Home Office that forces will need to work collaboratively to improve protective services, and therefore the force has initiated the Protective Services Enhancement and Collaboration Project.

In parallel with the above project, the assistant chief constables with responsibility for the Protective Services of four forces in the Government Office South East region, comprising Hampshire Constabulary, Thames Valley Police, Surrey Police and Sussex Police<sup>1</sup> initiated the South East Collaboration Programme with the support of the Regional Protective Services Management Board.

In July 2007 the South East Collaboration Programme carried out a regional risk assessment of gaps in Protective Services at that time and prioritised eight areas for improvement in phase one. The Regional Protective Services Management Board agreed to work collaboratively to close those gaps and Hampshire Constabulary is the nominated lead force in taking forward regional witness protection and hi-tech crime forensic examinations.

The South East Collaboration Programme sought Demonstrator Site funding from the Home Office to assist with implementing this programme of improvements, however were unsuccessful in receiving additional funding. The force contributes to the joint central programme team that has been established to co-ordinate activity and monitors the success of the programme. Phase one will focus on joining up training, practices and procedures, and rationalising resources, and will greatly improve working practices of personnel and resources across the region. By taking this approach, the Police Authority and the force are confident that the South East Collaboration Programme is preparing a solid foundation that is designed to

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<sup>1</sup> Kent Police, the fifth Government Office South East police force, has aligned its collaborative focus with Essex Police and is not included as part of the South East Collaboration Programme.

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keep risks to a minimum when developing the options further. Consideration will be given to regionalising some of the assets by way of consortium. The medium term aim is to simultaneously deliver 5 per cent efficiency savings across all of the business areas involved in the programme.

This fits neatly with the policy of Hampshire Constabulary that opportunities for collaboration should be pursued with other police forces or partner agencies where it is judged that there may be a benefit to the residents of Hampshire and the Isle of Wight in terms of:

- improved capability and/or capacity to address a threat or risk; or
- where such action may reduce that threat or risk; or,
- where there is greater efficiency, capable of releasing measurable costs benefits without impacting on the level of protection i.e. a better service for the same money, or the same service for less.

Governance of the South East Collaboration Programme sits with the regional chief constables and chairs of police authorities under a South East Regional Protective Services Collaboration Oversight Board, which will be chaired in its foundation year by Councillor Jacqui Rayment, chair of Hampshire Police Authority.

Due to the greater insights the force now has into criminal activity, brought about in part by the uplift of 49 additional protective services posts under Strategic Forward Together in 2007, the force has become even more intelligence-led, leading to greater professionalism through the ability to successfully target the most serious criminality.

The indicative areas of high demand highlighted by these new processes and by the newly initiated National Protective Services Analysis Tool, have improved the force strategic assessment and enabled the Constabulary to map new gaps and formulate plans to improve protective services when measured against the new Association of Chief Police Officers' 'minimum standards'. In 2008 there will be a specific focus on improving measures to target those criminals involved in serious, violent, and organised crime, particularly gun and knife crime.

In December 2007 the South East Collaboration Programme, in conjunction with Hampshire Police Authority, carried out a fresh capability assessment of the four forces' response to the new Association of Chief Police Officers' minimum standards for protective services and identified some common areas of high need to be progressed under phase two during 2008, either as individual forces, or through collaboration led by the regional heads of crime and regional heads of operations respectively. In the main, these plans will deliver significant improvements in contingency planning for high-profile crimes and dealing with exceptional demand in major crime, serious and

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organised crime and critical incidents, but also includes other areas with a strong citizen focus, for example:

- homicide/rape/kidnapping/violence reduction strategies for the region
- sharing intelligence and lessons learned with regional partners and police forces
- formalised regional access to independent advisory group resources
- formalised regional plans to deal with escalation of community tension
- automatic number plate recognition regional strategy, and
- addressing areas for development identified in Her Majesty's Inspectorate of Constabulary inspections of major crime and serious and organised crime.

Additionally, Hampshire Police Authority and Hampshire Constabulary have also signed an overarching collaboration strategy with Dorset Police and their Police Authority. In 2008 the respective heads of crime and operations will focus upon prioritising development of around 20 functions and processes with the longer-term view of strengthening the protective services of both forces in line with Government timescales and in readiness for the 2012 Olympics. Governance will be performed by a Joint Oversight Board comprising the chief constables and chairs of police authorities of both forces.

Hampshire Constabulary is also fully engaged with, and supportive of, the National Policing Improvement Agency 'assisted implementation' scheme which is carrying out more detailed work to determine how the Association of Chief Police Officers' minimum standards can be achieved by individual forces. We will continue to provide support to existing regional and national initiatives designed to improve protective services, including further development and refining of the National Protective Services Analysis Tool to assist the force in providing accurate quarterly harm maps to better inform the level two tasking and coordinating group process. The force is also well placed to support the current and known future requirements of the Home Office Protective Services Capabilities programme.

Hampshire Constabulary is represented within the Regional Intelligence Unit network, collectively gathering intelligence on serious and organised criminality and mapping organised criminal groups. A cost benefit review is expected to be carried out this year to inform a decision on whether that contribution should be continued at the same level beyond 2008. Protective security of the Solent and the coast of Hampshire and the Isle of Wight will continue to be served by membership of the Solent Portal Maritime Security Group. Representation within the South East Regional Counter-Terrorism Intelligence Unit continues to improve the force's response to the Government's CONTEST strategy.

During the next few years the following groups, that meet to share best practice, to disseminate lessons learned, to devise regional strategy, to co-

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ordinate operational responses, and to identify further areas where Protective Services may be improved in the South East, will be further developed as follows:

- regional heads of police operations
- regional heads of criminal investigation directorates
- regional heads of special branch
- regional crimes in action managers
- regional scientific services managers
- regional surveillance group
- regional firearms forum

The force is also preparing itself for the introduction of the new assessments of policing and community safety, one area of which is provisionally entitled 'serious crime and public protection'.

### **Collaboration**

In 2007 Hampshire Constabulary, in consultation with the Police Authority, shaped its collaboration strategy around the requirements of the Home Office and the needs of the residents of and visitors to Hampshire and the Isle of Wight.

More than 200 examples of collaboration have been identified, of which approximately half are in support of improving protective services as detailed in that section of this Policing Plan. The record also includes ideas from heads of departments and operational command unit commanders for future collaborative ventures. It also concentrates on areas in which the Constabulary collaborates with other forces, either those that form the Government Office of the South East region, neighbouring forces such as Dorset Police or Wiltshire Constabulary, and other national collaborative ventures with police or partner organisations. These records are maintained and updated bi-annually.

As part of its role within the south east Association of Chief Police Officers' region, Hampshire Constabulary is also involved in scoping policing support functions that could be jointly provided on behalf of, or with, the other forces in the Government Office of the South East region.

Hampshire Constabulary and Dorset Police, and their respective police authorities, have recently signed a joint collaboration strategy and whilst they are currently focusing efforts on improving high need areas of protective services, other areas of collaboration are also being explored.

Below is a list of examples that detail partnership working or collaborative ventures, both at a strategic level and operational level that Hampshire Constabulary is currently engaged in or is progressing into 2008:

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- Hampshire Constabulary has recently recruited a joint information management director with Thames Valley Police to enhance the strategic direction of both forces. The Deputy Chief Constable provides further strategic direction through membership of the Association of Chief Police Officers' Information Management Business Area
- Media and Corporate Communications Department collaborate with Thames Valley Police in external media campaigns and serious crimes press office functions to reduce costs and increase efficiency. They are currently involved in a joint alcohol harm reduction campaign with NHS South Central that is funded by Government Office of the South East
- Memoranda of agreements have been recently signed with private voluntary medical groups for firearms incidents; with Maritime Coastguard Agency for its search and rescue helicopter to be used in high-risk missing persons and for urgent transport for additional officers required to assist in dealing with emergency incidents on the Isle of Wight.
- Border Immigration Agency, where the force has five officers seconded to tackle immigration crime, in particular human trafficking, which is an emerging threat to all forces
- Her Majesty's Revenue and Customs, the Border Immigration Agency and various non-Governmental organisations engaged with the constabulary on the border management programme and regional maritime response
- Collaboration is pursued in call management, criminal justice and training to improve business processes and strengthen joint incident control, for example with Hampshire Fire and Rescue Service, Maritime Coastguard Agency, Hampshire Ambulance Service and British Telecom
- Joint operations with neighbouring forces, tackling cross-border criminality and insurgent drug dealers
- Regional criminal justice meetings share opportunities around No Witness No Justice; charging decision making; computer court-links; and Fail To Appear warrant processes
- The provision of financial administration for Association of Chief Police Officers' Criminal Records Office; joint banking contract arrangement with Hampshire County Council and Hampshire Fire and Rescue Service
- Property related procurement and framework contracts with Hampshire County Council; member of the South East Central Buying Consortium; collaborative contracting with the Office of Government and Commerce, Hampshire County Council, South East Centre of Excellence and police

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forces through the south east regional Association of Chief Police Officers' procurement group

- Integral member of the Association of Chief Police Officers' National Business Continuity Group, the National Association of Police Fleet Managers Committee, the Regional Police Fleet Managers, and the Regional Risk Managers meeting
- The Transport department currently undertakes maintenance and repair of the following partner organisations' vehicles: Driver Standards Agency regional motorcycle fleet; Isle of Wight Probation Services; Isle of Wight NHS ambulances and paramedics' motorcycles; Serious and Organised Crime Agency; Sussex Intelligence Unit; Her Majesty's Revenue and Customs specialist vehicles operating at Heathrow; whilst Hampshire Fire and Rescue Service services the force's fleet of heavy goods vehicles.

There are also all number of areas throughout the two counties of Hampshire and the Isle of Wight that illustrate partnership and collaborative working over and above long-established partnerships such as multi-agency public protection arrangements, domestic violence forums, independent advisory groups, youth offending teams, local strategic partnerships, local safeguarding children boards, multi-agency child protection forums, and problem resolution in multi-agency environments that the force remains committed to supporting, including:

- various local agreements for the provision of facilities by partners that benefit the police service such as the use of hospital accommodation for transferees to the Isle of Wight and a police-vehicle car wash facility established on a partner's land;
- local partnership collaboration around the drug intervention programme, for example the Lighthouse project centring on arrest, referral and treatment;
- police patrols are carried out with the Ministry of Defence Police and Royal Military Police in the north of the county, who are invited to sit on the local tactical tasking and co-ordination group; and,
- in Central Operational Command Unit, crime and disorder reduction partnership analysts work jointly with police on police premises and anti-social behaviour panels comprise four crime and disorder reduction partnerships and other partner agencies.