

Hampshire Police Authority & Hampshire Constabulary

Strategic Plan 2005-08



Hampshire
POLICE AUTHORITY

*for Hampshire
and the
Isle of Wight*

Foreign Language Versions

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Arabic

إذا رغبت في الحصول على ترجمة لأي جزء من هذه الوثيقة، فالرجاء الاتصال هاتفياً على الرقم 01962 871595 مبيناً اللغة المطلوبة والجزء الذي ترغب في ترجمته لك.

Bengali

যদি আপনি এই পুস্তিকার কোন অংশের অনুবাদ পেতে চান, সয়া করে এই নম্বরে ফোন করুন 01962 871595, আর কোন ভাষায় এবং কোন অংশটার অনুবাদ আপনি পেতে চান সেটা বলুন।

Chinese

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Farsi

اگر به ترجمه هر بخشی از این نوشته نیاز دارید، لطفاً با شماره تلفن 01962 871595 تماس بگیرید و اعلام کنید که مایلید کدام قسمت آن به چه زبانی ترجمه شود.

Hindi

यदि आप इस दस्तावेज़ के किसी भी विभाग का अनुवाद चाहते हैं, तो कृपया 01962 871595 पर फ़ोन करें और बताएं कि किस भाषा में और किस विभाग का अनुवाद चाहते हैं।

Pashto

که تاسو په دې سندکې د کومې برخې ترجمه غواړه، لطفاً په دې شمېره 01962871595 تلفون اوکړئ د ترجمې ژبه او هغه برخه څرگنده.

Polish

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Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਲੇਖ ਪੱਤਰ ਦੇ ਕਿਸੇ ਭੀ ਭਾਗ ਦਾ ਅਨੁਵਾਦ ਚਾਹੀ ਦਾ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ, ਇਹ ਦੱਸਦੇ ਹੋਏ ਕਿ ਕਿਸ ਭਾਸ਼ਾ ਵਿੱਚ ਅਤੇ ਕਿਸ ਭਾਗ ਦਾ ਤੁਹਾਨੂੰ ਅਨੁਵਾਦ ਚਾਹੀ ਦਾ ਹੈ, ਤਾਂ ਨੰਬਰ 01962 871595 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ.

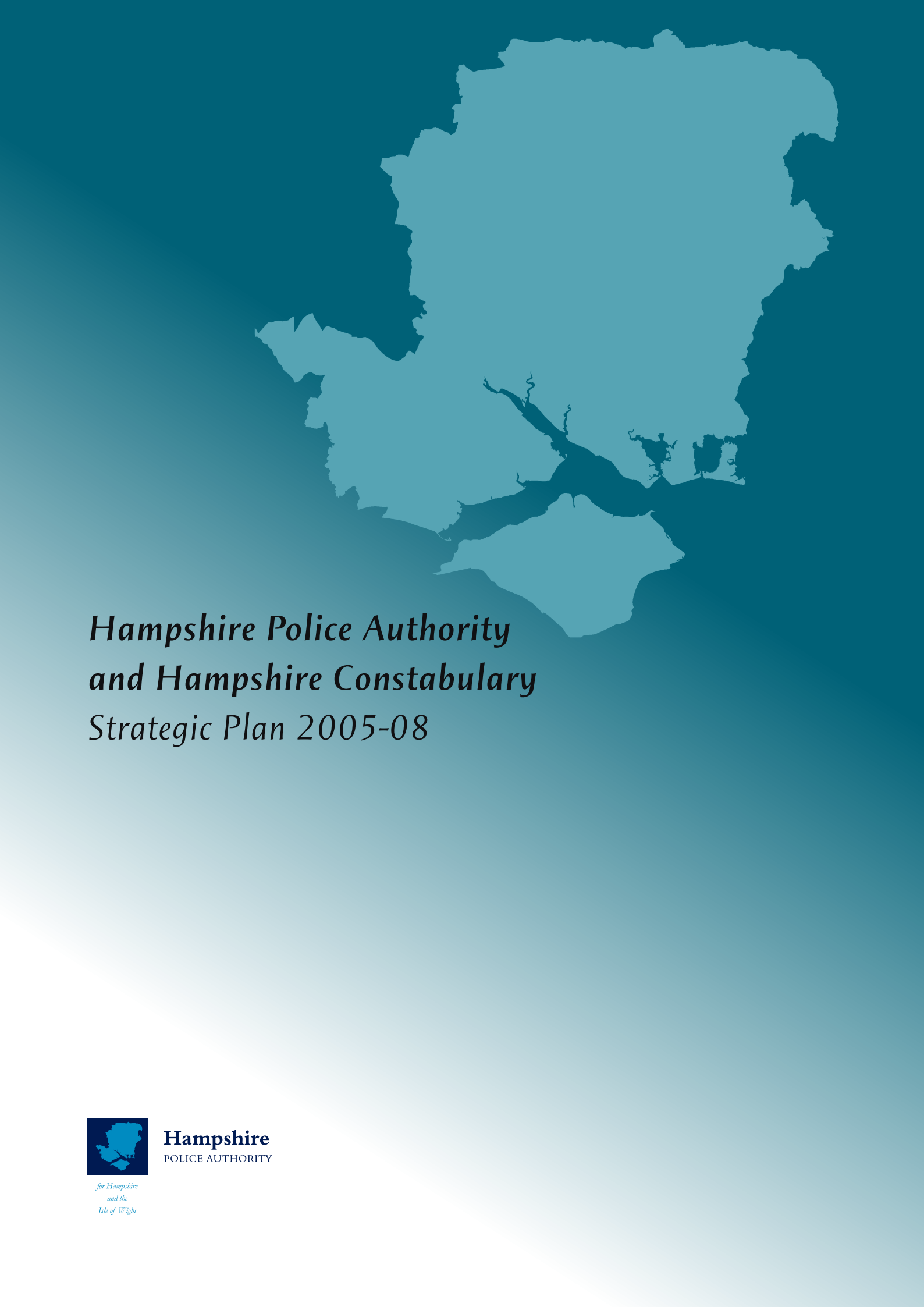
Russian

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¹ The languages listed have been identified as among the most commonly spoken, after English, within Hampshire and the Isle of Wight. The list was compiled from information gathered from a range of sources, including the Hampshire Constabulary Consultative Group (a group of individuals from minority ethnic groups who advise the Constabulary on the race relations implications of our policies and procedures). Views were also sought from other organisations and various representatives of minority ethnic communities.



*Hampshire Police Authority
and Hampshire Constabulary
Strategic Plan 2005-08*



Hampshire
POLICE AUTHORITY

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Three-year Strategy 2005-08

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Three-year Strategy

Strategic Objectives

Introduction

Hampshire Police Authority and Hampshire Constabulary value and act upon the views and concerns raised by the residents of the two counties. The results of consultation with the people of Hampshire and the Isle of Wight are incorporated into the strategic planning process and the development of local, three-year objectives.

With these local objectives in mind, the Constabulary uses the National Intelligence Model (NIM) to make intelligence-based assessments about current and emerging issues within the two counties. This strategic assessment enables the Constabulary and Authority to identify operational priorities for the forthcoming 6-12 months.

As well as informing the three-year objectives, the results of community consultation also form part of the NIM intelligence assessment. As a result, local concerns are reflected in the local priorities identified through the NIM.

Throughout this process the Constabulary conducts an ongoing assessment of resources and performance in order to establish what, as an organisation, it needs to do in order to achieve local objectives. By doing this the Constabulary identifies 'organisational' priorities.

In addition to local objectives and priorities, the Home Secretary sets national priorities, which all forces and authorities must reflect in their three-year strategies and local policing plans. The strategic objectives and priorities set by Hampshire Police Authority and Hampshire Constabulary are consistent with these national priorities.

National Policing Priorities

The Home Secretary's national priorities for 2005-08 are to:

- reduce overall crime – including violent and drug-related crime – in line with the Government's Public Service Agreements (PSAs);
- provide a citizen-focused police service, which responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority ethnic communities;
- take action with partners to increase sanction detection rates and target prolific and other priority offenders (PPOs);
- reduce people's concerns about crime, and anti-social behaviour and disorder; and
- combat serious and organised crime, within and across force boundaries.

Local Objectives

Hampshire Police Authority and Hampshire Constabulary appreciate the importance of national priorities and, where relevant to the people of Hampshire and the Isle of Wight, have reflected these in their own three-year objectives.

Hampshire Police Authority, in consultation with the Chief Constable, determine the local objectives for Hampshire Constabulary.

The Strategic Plan sets out the medium-term direction for the Authority and the Constabulary based on the aims and objectives set out opposite.



Aim

Working in partnership to improve community safety

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Working in partnership to increase public confidence

Strategic Objectives

- Reduce crime and anti-social behaviour
- Combat serious and organised crime
- Improve road safety

Strategic Objectives

- Reduce the fear of crime and anti-social behaviour
- Improve citizen focus and customer service
- Detect a higher proportion of crime

Hampshire Police Authority three-year strategic aims and objectives

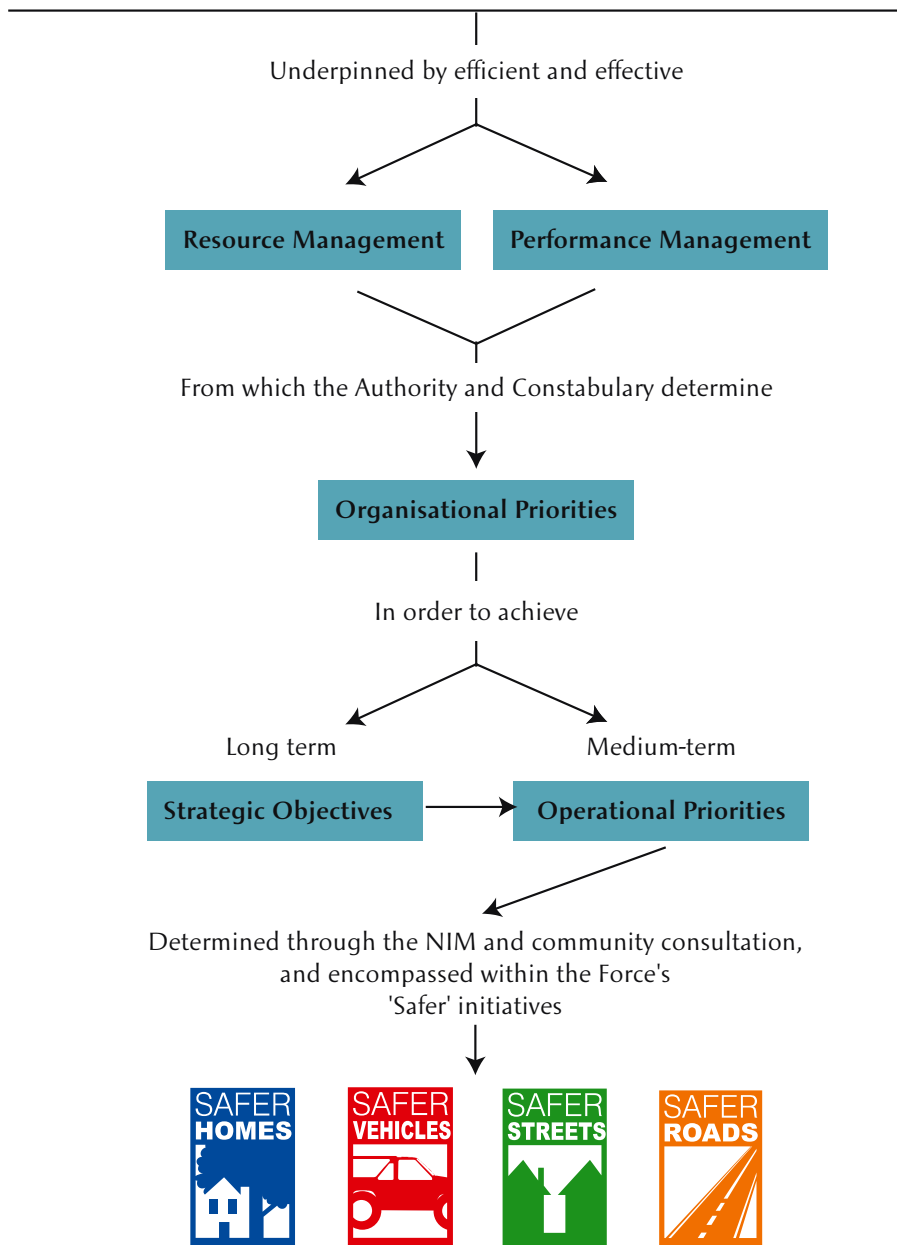


Figure 1.1

Flow chart explaining how Hampshire Police Authority determines local priorities.

Organisational Priorities

Organisational Priorities are those areas that the Authority and Constabulary will focus on in order to achieve local strategic objectives. For each of the six objectives, the Force has identified key priorities for the next three years. These are listed in the tables that follow.

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| Strategic Objective | | | | | |
|--|---------------------|---------------------|---------------------|--|-----------------------------|
| Reduce crime and anti-social behaviour | | | | | |
| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
| Review and develop the Safer Streets Anti-Social Behaviour Strategy. | ✓ | ✓ | ✓ | Level of violent crime in public places | Community Safety Department |
| Develop and implement a Safer Streets Alcohol Strategy to address alcohol-related violence. | ✓ | ✓ | ✓ | Level of violent crime associated with alcohol use | Community Safety Department |
| Review and develop the Safer Streets Drugs Strategy. | ✓ | ✓ | ✓ | SPI 5(b) SPI 10(a) to (c) | Community Safety Department |
| Implement the Children and Young Persons element of the Force Crime Strategy, and participate in review of final warning and reprimand system. | ✓ | ✓ | ✓ | Re-offending rates following reprimand/final warning | Community Safety Department |
| Implement and develop the Force Crime Strategy. | ✓ | ✓ | ✓ | Achievement of annual delivery plans | Head of CID |
| Ensure greater focus on local and Force-wide crime reduction initiatives. | ✓ | ✓ | ✓ | SPI 4(a) and (b) SPI 5(a) to (e) | Territorial Operations |
| Continue to develop and implement the Force Safer Homes initiative. | ✓ | ✓ | ✓ | SPI 5(a) | Territorial Operations |
| Continue to develop and implement the Force Safer Vehicles initiative. | ✓ | ✓ | ✓ | SPI 5(d) | Territorial Operations |



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| Strategic Objective | | | | | |
|---|---------------------|---------------------|---------------------|--|---|
| Combat serious and organised crime | | | | | |
| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
| Manage the implications of the introduction of the Serious and Organised Crime Agency. | ✓ | | | Completion of capability assessment within timescales | Head of CID |
| Continue to develop the Force Hi-tech Crime Unit. | ✓ | | | Compliance with stretching service-level agreements | Specialist Investigations Department |
| Implement a CID control strategy for major and serious crimes. | ✓ | | | Achievement of delivery plans in critical crime areas. | Head of CID |
| Implement recommendations arising from the reviews of the Public Order and Tactical Firearms Support Units. | ✓ | | | Implementation within timescales | Operations Department |
| Continue to drive the use of asset recovery powers under the Proceeds of Crime Act 2002. | ✓ | ✓ | | Level of assets seizure. | Specialist Investigations Department |
| Implement the National Centre for Policing Excellence (NCPE) Standard Operating Procedures regarding child abuse investigations. | ✓ | ✓ | | Implementation of key recommendations | Specialist Investigations Department |
| Improve the response to critical incidents by implementing internal recommendations into the management of such incidents. | ✓ | ✓ | | Implementation of indicators within timescales | ACC SO |
| Work in partnership with the Children Service Authorities to implement the Children Act 2004. | ✓ | ✓ | ✓ | Implementation of key requirements | Specialist Investigations/ Community Safety Department |
| Co-ordinate the Force response to security-related operations through the Counter-Terrorist Security Group. | ✓ | ✓ | ✓ | Appropriate resource deployment through TCG | Operations Department |
| Implement Operation Rainbow and associated tactical options as part of the Force, regional and national counter-terrorist response. | ✓ | ✓ | ✓ | SPI 10(a) Completion of actions | Operations Department |

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Strategic Objective

Improve road safety

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|---|-------------|-------------|-------------|--|------------------------|
| Better define the roles of the Roads Policing Units (RPU) to ensure full integration into the BCU/CDRP planning/service delivery processes. | ✓ | | | Revision based changes rolled out. | Roads Policing Unit |
| Produce and implement a Force Roads Policing Strategy. | ✓ | ✓ | ✓ | Achievement of annual delivery plans | Roads Policing Unit |
| Reduce anti-social use of the roads, through a variety of tactics, including vehicle seizure, ANPR and asset recovery. | ✓ | ✓ | ✓ | SPI 5(d) Level of relevant offences | Territorial Operations |

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Working in partnership to increase public confidence

Strategic Objective

Reduce the fear of crime and anti-social behaviour

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|--|-------------|-------------|-------------|--|-------------------------------|
| Continue to implement BCU reassurance strategies, Operation Crew and PRIME plans. | ✓ | | | SPI 10(a) to (c) | Community Safety Department |
| Develop sector policing model and extend 'police family' integration. | ✓ | | | SPI 10(a) to (c) | Territorial Operations |
| Recruit 26 Police Community Support Officers (PCSOs) to support regular officers and special constables in providing reassurance. | ✓ | | | SPI 10(a) and (b) | Personnel Department/ BCUs |
| Increase the proportion of time spent on frontline policing across the Force by implementing specific initiatives across all BCUs. | ✓ | ✓ | ✓ | Time spent on visible patrol. SPI 10(a) to (c) Level of Frontline policing | Corporate Services/BCUs |



Strategic Objective

Reduce the fear of crime and anti-social behaviour

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|--|-------------|-------------|-------------|--|----------------------------|
| Continue to develop and implement patrol strategies for the Force Support Unit, Dog Support Unit and Tactical Firearms Unit. | ✓ | ✓ | ✓ | Patrol targets contained within service plans | Operations Department |
| Continue to implement the Rural Policing Strategy, to ensure effective engagement and reassurance within rural communities. | ✓ | ✓ | ✓ | SPI 1 (a) to (e) SPI 2 (a) SPI 4 (a) and (b) SPI 5 (a) to (e) SPI 10 (a) to (c). Visible Patrol | Head of Rural Issues Group |

Aim

Working in partnership to increase public confidence

Strategic Objective

Improve citizen focus and customer service

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|---|-------------|-------------|-------------|---|--|
| Develop the key strands of citizen focus as outlined in 'Building Communities, Beating Crime'. | ✓ | | | SPI 1(a) to (e) | Programme Mercury/ Territorial Operations |
| Implement the No Witness, No Justice Scheme, to improve the service to victims and witnesses. | ✓ | | | Compliance with minimum standards | Criminal Justice Department |
| Refine the Sexual Offences Investigation Trained (SOIT) deployment policy to improve the service to victims of serious sexual offences. | ✓ | | | Offences brought to justice – rape/serious sexual assault | Head of CID |
| Implement the Quality of Service Commitment, which sets out the minimum standards of contact with the public. | ✓ | ✓ | | SPI 1(a) to (e) | Programme Mercury |

Strategic Objective

Improve citizen focus and customer service

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|---|-------------|-------------|-------------|--|---|
| Publish and implement new Race Equality Scheme. | ✓ | ✓ | ✓ | SPI 1(a) to (f) SPI 3(a) to (f) | Community Safety Department |
| Implement a Call Management Citizen Focus Strategy. | ✓ | ✓ | ✓ | SPI (a) to (f) | Call Management Department |
| Produce strategy/plan to for meeting the National Call Handling Standards and implement standards across Force. | ✓ | ✓ | ✓ | National Call Handling Standards compliance | Call Management Department |
| Implement a new Professional Standards Strategy, incorporating performance indicators and targets. | ✓ | ✓ | ✓ | Annual targets outlined within Strategy | Professional Standards Department |
| Develop and implement a Force Communication Strategy (and associated annual plans), for both internal and external communication. | ✓ | ✓ | ✓ | Annual targets outlined within plan | Programme Mercury |

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Working in partnership to increase public confidence

Strategic Objective

Detect a higher proportion of crime

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|---|-------------|-------------|-------------|---|---|
| Work with the Local Criminal Justice Board to increase the number of offences brought to justice and increase public confidence within the criminal justice system. | ✓ | | | SPI 6(a) and (b) | LCJB/ Criminal Justice Department/ BCUs |
| Implement the recommendations of the Best Value review of Criminal Justice. | ✓ | | | Recommendations implemented within timescales | Criminal Justice Department/ Project Oberon |
| Introduce a joint Special Branch/ REFLEX (immigration funded) team with investigative capacity. | ✓ | | | Team established within set timescales | Special Branch/ Intelligence Directorate |



Strategic Objective

Detect a higher proportion of crime

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|--|-------------|-------------|-------------|---|---|
| Ensure compliance with the National Crime Recording Standards and a Crime Desk capability to complete the recording process. | ✓ | | | Audit for compliance | Specialist Operations and HQ CID |
| Continue to develop the CID 'Grow Your Own' policy in order to increase the specialist investigative capability of the organisation. | ✓ | ✓ | | Number of detective vacancies | Head of CID |
| Develop and implement a corporate framework for reporting, monitoring and investigating Hate Crime and outcomes. | ✓ | ✓ | ✓ | Level of third party reporting. Racially aggravated Hate Crime detections. SPI 3(a) | Community Safety Department |
| Implement the recommendations of the domestic abuse Best Value review and National Centre for Policing Excellence (NCPE) guidance. | ✓ | ✓ | ✓ | SPI 8(a) Level of repeat victimisation | Community Safety Department |
| Implement National Standards of Incident Recording (NSIR). | ✓ | ✓ | ✓ | Outcome of NSIR Audit | Call Management Department |
| Implement the Prolific and other Priority Offender Scheme. | ✓ | ✓ | ✓ | Scheme Implemented within timescales | Criminal Justice Department/BCUs |
| Implement the Statutory Charging Scheme. | ✓ | ✓ | ✓ | Adherence to Director of Public Prosecution guidance | Criminal Justice Department/BCUs |
| Increase the use of Fixed Penalty Notices for Disorder. | ✓ | ✓ | ✓ | SPI 12(a) Number of notices issued | Criminal Justice Department/Central Ticket Office |
| Achieve sanction detection targets for priority crime areas including domestic burglary, vehicle crime, violent crime and robbery. | ✓ | ✓ | ✓ | Sanction detection rate for relevant offences | Territorial Operations |

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Strategic Objectives

Reduce crime and anti-social behaviour

Combat serious and organised crime

Improve road safety

Aim

Working in partnership to increase public confidence

Strategic Objectives

Reduce the fear of crime and anti-social behaviour

Improve citizen focus and customer service

Detect a higher proportion of crime

Hampshire Police Authority three-year strategic aims and objectives

The following organisational priorities are cross-cutting, in the sense that they impact on all six strategic objectives.

Human Resources

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|--|-------------|-------------|-------------|--|---|
| Review and develop effective processes for learning lessons from grievances, disciplinary cases and employment tribunals. | ✓ | | | Numbers of complaints/ grievances | Personnel Department |
| Implement Personnel Strategy and associated annual Personnel Plans. | ✓ | ✓ | ✓ | Achievement of annual plans | Personnel Department |
| Implement Training and Development Strategy and associated annual Training Plans. | ✓ | ✓ | ✓ | Achievement of annual plans | Training and Development Department |
| Maintain robust approach to the application of rules on ill-health retirement and redeployment of officers unfit for frontline duties. | ✓ | ✓ | ✓ | SPI 11(a) SPI 12(a) and (b) | Personnel Department |
| Ensure robust, fair and consistent application of policies and procedures on poor performance and absence management. | ✓ | ✓ | ✓ | SPI 12(a) and (b) | Personnel Department |
| Continue to develop initiatives and positive action to achieve targets for a representative workforce. | ✓ | ✓ | ✓ | SPI 3(e) to (g) | Personnel Department |
| Develop policies and procedures that link pay and reward schemes to performance, absence and conduct. | ✓ | ✓ | ✓ | Publication and implementation of policies | Personnel Department |



Finance, Business and Property, Transport

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|---|-------------|-------------|-------------|---|--|
| Produce and implement a Force Environmental Strategy. | ✓ | | | | Business and Property Services |
| Develop and implement a Risk Management Strategy. | ✓ | | | Completion of Strategy Completion of Register Annual Audit | Business and Property Services |
| Revise and implement a Force Procurement Strategy. | ✓ | ✓ | | Level of suppliers. Savings achieved Collaborative ventures | Business and Property Services |
| Revise and implement the Force Estates Strategy, following the completion of the Force review. | ✓ | ✓ | | Standard-model police stations. Space standards running costs | Business and Property Services |
| Continue to develop facilities management by undertaking collaborative ventures which enhance efficiency savings/gains. | ✓ | ✓ | | Collaborative ventures Efficiency savings Efficiency gains | Business and Property Services |
| Review Back Office systems and processes and implement change programme. | ✓ | ✓ | ✓ | Savings achieved. Non cashable gains. | Finance Department/ Personnel Department/ Business and Property Services |
| Complete major estates projects at Police Headquarters and Southampton BCU. | ✓ | ✓ | ✓ | Completion of projects within set timescales | Business and Property Services |
| Ensure Activity Based Costing (ABC)-based budgeting and financial planning with clear links to performance. | ✓ | ✓ | ✓ | Use of Activity Based Costing Links to performance | Finance/ Hampshire Police Authority |
| Increase income generation and sponsorship. | ✓ | ✓ | ✓ | Income generated. Number of sponsorship initiatives | Community Safety/ Finance |

Finance, Business and Property, Transport

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|--|-------------|-------------|-------------|--|--|
| Ensure the Force vehicle fleet enhances operational performance. | ✓ | ✓ | ✓ | Vehicle availability. Efficiency gains. Collaborative ventures | Transport |
| Ensure effective structures and processes are in place in order to fulfil the Authority's corporate governance responsibilities. | ✓ | ✓ | ✓ | Statement on Internal Control | DCC/ Finance/ Hampshire Police Authority |

Science and Technology

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|---|-------------|-------------|-------------|---|-------------------------|
| Implement Airwave, the new digital radio system, across the Force. | ✓ | | | Successful technical implementation as defined by the project | IT and Comms Department |
| Roll out the National Management Information System (NMIS) across the Force, to provide a management information tool for national and local reporting. | ✓ | | | Successful technical implementation as defined by the project | IT and Comms Department |
| Introduce a Staffing Resource Management System to enhance workforce planning. | ✓ | | | Successful technical implementation as defined by the project | IT and Comms Department |
| Roll-out the new Records Management System across the Force to provide a comprehensive operational information system. | ✓ | ✓ | | SPI 12(a) | Project Oberon |



Science and Technology

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|--|-------------|-------------|-------------|---|----------------------------|
| Execute a comprehensive expansion plan in the use of ANPR technology throughout the Force area. | ✓ | ✓ | | SPI 4(a) and (b) SPI 5(a) to (e) SPI 7(a) | Programme Mercury |
| Implement Emerging Technology Strategy, for making the best use of Airwave, telephony, ANPR etc. | ✓ | ✓ | ✓ | SPI 11(a) SPI 12(a) | Call Management Department |
| Develop and implement a Force Information Management Strategy. | ✓ | ✓ | ✓ | Achievement of annual delivery plans | Corporate Services |
| Enhance and replace the Constabulary's voice and data networks, IT server and personal workstations. | ✓ | ✓ | ✓ | Completion of work within set timescales | IT and Comms Department |

Performance

| Organisational Priorities | 2005/ 06 | 2006/ 07 | 2007/ 08 | Performance Indicator | Lead |
|---|-------------|-------------|-------------|---|--|
| Assign 'lead' performance indicators to key processes and use these indicators to drive process improvement. | ✓ | ✓ | | 'Lagged' indicators relevant to business area | Corporate Services |
| Integrate strategic planning, the National Intelligence Model and the performance review process. | ✓ | ✓ | | HMIC assessment of Performance Management | Corporate Services/ Intelligence Directorate |
| Complete the Force review, and implement approved recommendations. | ✓ | ✓ | | SPI 12(a) | Forward Together Team |
| Ensure greater co-ordination by aligning Force, Basic Command Units (BCU) and Crime and Disorder Reduction Partnerships (CDRP) performance targets. | ✓ | ✓ | ✓ | Alignment of relevant targets | Territorial Operations |
| Assess and, where appropriate, implement the recommendations contained within PSU guidance - Managing Police Performance. | ✓ | ✓ | ✓ | HMIC assessment of Performance Management | Corporate Services |

Measuring Performance

The Policing Performance Assessment Framework (PPAF), introduced in April 2004, is intended to be an effective and fair way of measuring and comparing strategic performance in policing across the full range of policing responsibilities. PPAF focuses on force and Basic Command Unit (BCU) performance.

The Government's Statutory Performance Indicators (SPIs), developed for 2005/06, along with the Authority's local performance indicators are set out within the PPAF in the following pages. The Authority has chosen to set challenging three-year targets against a range of measures to support the achievement of its strategic objectives and priorities. Achievement of these targets will be subject to ongoing assessment and analysis.

| Performance Indicator | Performance Measurement | Target | Target | Target |
|--------------------------|---|---------|---------|---------|
| | | 2005/06 | 2006/07 | 2007/08 |
| USER SATISFACTION | | | | |
| SPI 1(a) | Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to: Making contact with the police; | NTS* | NTS | NTS |
| SPI 1(b) | Action taken by the police; | NTS | NTS | NTS |
| SPI 1(c) | Being kept informed of progress; | NTS | NTS | NTS |
| SPI 1(d) | Their treatment by staff; | NTS | NTS | NTS |
| SPI 1(e) | The overall service provided. | NTS | NTS | NTS |
| CONFIDENCE | | | | |
| SPI 2 | Using the British Crime Survey, the percentage of people who think their local police do a good job. | NTS | NTS | NTS |



| Performance Indicator | Performance Measurement | Target | Target | Target |
|---|---|--|--|--|
| | | 2005/06 | 2006/07 | 2007/08 |
| FAIRNESS, EQUALITY AND DIVERSITY | | | | |
| SPI 3(a) | Satisfaction of victims of racist incidents with respect to overall service provided. | NTS* | NTS | NTS |
| SPI 3(b) | Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided. | Equality between groups | Equality between groups | Equality between groups |
| SPI 3(c) | Percentage of PACE searches which lead to arrest by ethnicity of the person searched. | (i) White 15% minority ethnic 15% (ii) NTS | (i) White 15% minority ethnic 15% (ii) NTS | (i) White 15% minority ethnic 15% (ii) NTS |
| SPI 3(d) | Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim. | Equality between groups | Equality between groups | Equality between groups |
| SPI 3(e) | Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population. | >3% | >3% | >3% |
| SPI 3(f) | Ratio of officers from minority ethnic groups resigning to white officer resignations. | Equality between groups | Equality between groups | Equality between groups |
| SPI 3(g) | Percentage of female police officers compared to the overall force strength. | NTS | NTS | NTS |

* NTS - No target set



Three-year Strategy

| Performance Indicator | Performance Measurement | Target | Target | Target |
|-----------------------|--|------------------|------------------|---------|
| | | 2005/06 | 2006/07 | 2007/08 |
| CRIME LEVEL | | | | |
| SPI 4(a) | Using the British Crime Survey, the risk of personal crime. | NTS [†] | NTS | NTS |
| SPI 4(b) | Using the British Crime Survey, the risk of household crime. | NTS | NTS | NTS |
| SPI 5(a) | Domestic burglaries per 1,000 households.* | <7.2 | <7.2 | <7.2 |
| SPI 5(b) | Violent crime per 1,000 population.* | <20.1 | <20.1 | <20.1 |
| SPI 5(c) | Robberies per 1,000 population.* | <0.51 | <0.51 | <0.51 |
| SPI 5(d) | Vehicle crime per 1,000 population.* | <9.2 | <9.2 | <9.2 |
| SPI 5(e) | Life threatening crime and gun crime per 1,000 population. | NTS | TBD [‡] | TBD |

* Also intended as a community safety indicator shared with local authorities.

[†] NTS - No target set

[‡] To be determined



| Performance Indicator | Performance Measurement | Target | Target | Target |
|------------------------------------|---|---------------------------------|---|------------------------------------|
| | | 2005/06 | 2006/07 | 2007/08 |
| OFFENCES BROUGHT TO JUSTICE | | | | |
| SPI 6(a) | Number of offences brought to justice. | >33899 | >34100 | >34100 |
| SPI 6(b) | Percentage of offences brought to justice. | 21% | >23% | >25% |
| SANCTION DETECTIONS | | | | |
| SPI 7(a) | Percentage of notifiable offences resulting in a sanction detection. | >25% | >25% | >25% |
| DOMESTIC ABUSE | | | | |
| SPI 8(a) | Percentage of domestic abuse incidents with a power of arrest where an arrest was made related to the incident. | >50% | >50% | >50% |
| TRAFFIC | | | | |
| SPI 9(a) | (i) Number of people killed in under 30 days or seriously injured road traffic collisions* (ii) per 100 million vehicle km travelled. | (i) <1080 (ii) <6.0 | (i) <1032 (ii) <5.8 | (i) <987 (ii) <5.5 |
| QUALITY OF LIFE | | | | |
| SPI 10(a) | Using the British Crime Survey, fear of crime. (i) Domestic Burglary, (ii) Vehicle Crime, (iii) Violent Crime | (i) <9 (ii) <11 (iii) <12 | To remain in the best MSF quartile | To remain in the best MSF quartile |
| SPI 10(b) | Using the British Crime Survey, perceptions of anti-social behaviour. | <15 | To move to the best in the MSF quartile | To remain in the best MSF quartile |

| | | Target | Target | Target |
|---------------------------|--|---------|---------|---------|
| Performance Indicator | Performance Measurement | 2005/06 | 2006/07 | 2007/08 |
| QUALITY OF LIFE | | | | |
| SPI10(c) | Using the British Crime Survey, perceptions of local drug use/drug dealing. | NTS* | TBD† | TBD |
| FRONTLINE POLICING | | | | |
| SPI 11(a) | Percentage of police officer time spent on frontline duties. | 66.3% | 67.6% | 68.4% |
| RESOURCE USE | | | | |
| SPI 12(a) | Delivery of cashable and non-cashable efficiency targets. | YES | YES | YES |
| SPI 13(a) | Average number of working hours lost per annum due to sickness per police officer. | <8 days | <7 days | <6 days |
| SPI 13(b) | Average number of working hours lost per annum due to sickness per police staff. | <8 days | <7 days | <6 days |

* NTS - No target set

† TBD - To be determined



| Performance Indicator | Performance Measurement | Target | Target | Target |
|-------------------------------------|--|--|--|--|
| | | 2005/06 | 2006/07 | 2007/08 |
| LOCAL PERFORMANCE INDICATORS | | | | |
| F1 and F2 | (i) All crimes per 1000 population and (ii) Overall detection rate | NTS* | NTS | NTS |
| F3 | % of 999 calls answered within 10 seconds | >90% | >90% | >90% |
| F4 | % of emergency calls attended within 15 minutes | >90% | >90% | >90% |
| F5 | Achieve the recruiting target for the year and be fully staffed at year end | YES | YES | YES |
| F6 | Homicide detection rate | 100% | 100% | 100% |
| F7 | Reduce the number of BCS comparator crime over 3 years | <96511 | <91280 | <86340 |
| F8 | Sanction detection rate for (i) Domestic burglary, (ii) Violent crime, (iii) Robbery, (iv) Vehicle crime | (i) >22% (ii) >45% (iii) >26% (iv) >13% | (i) >22% (ii) >45% (iii) >26% (iv) >13% | (i) >22% (ii) >45% (iii) >26% (iv) >13% |

* NTS - No target set



Glossary of Terms

| | | | |
|--------|--|-------|--|
| ABC | Acceptable Behaviour Contract | CRTP | Competency-Related Threshold Payment |
| ACC SO | Assistant Chief Constable (Special Operations) | CSAS | Community Safety Accreditation Scheme |
| ACPO | Association of Chief Police Officers | CSO | Community Support Officers |
| ACSO | Accredited Community Safety Officer | CT | Counter Terrorist |
| ANPR | Automatic Number Plate Recognition | DAT | Drug Action Team |
| APA | Association of Police Authorities | DC | Detective Constable |
| ASBO | Anti-Social Behaviour Order | DCC | Deputy Chief Constable |
| ASU | Air Support Unit | DI | Detective Inspector |
| BCU | Basic Command Unit | EDEC | Equality and Diversity in Employment Committee |
| BME | Black and Minority Ethnic | EDRMS | Electronic Document Record Management System |
| BVR | Best Value Review | FPN | Fixed Penalty Notice |
| CBRN | Chemical Biological Radiological and Nuclear | GOSE | Government Office for the South East |
| CCRP | Community Crime Reduction Partnership | HMIC | Her Majesty's Inspectorate of Constabulary |
| CCTV | Closed Circuit Television | HQ | Headquarters |
| CDO | Custody Detention Officer | IT | Information Technology |
| CDRP | Crime and Disorder Reduction Partnership | LCJB | Local Criminal Justice Board |
| CID | Criminal Investigation Department | MAPPA | Multi-Agency Public Protection Arrangements |
| CIPFA | Chartered Institute of Public Finance and Accounting | MSF | Most Similar Force |
| CPS | Crown Prosecution Service | NAFIS | National Automated Fingerprint Identification System |



| | | | |
|--------------|---|---------------|--|
| NCALT | National Centre for Applied Learning Technology | REFLEX | Government multi-agency taskforce for tackling organised immigration crime |
| NCPE | National Centre for Policing Excellence | RES | Race Equality Scheme |
| NCRS | National Crime Recording Standard | RMS | Records Management System |
| NIM | National Intelligence Model | RPU | Roads Policing Unit |
| NMIS | National Management Information System | SEO | Station Enquiry Officer |
| NSIR | National Standard for Incident Recording | SOCA | Serious and Organised Crime Agency |
| PACC | Police Authority Community Consultation | SOIT | Sexual Offences Investigation Trained |
| PACE | Police and Criminal Evidence Act 1984 | SPI | Statutory Performance Indicators |
| PCSO | Police Community Support Officer | SPP | Special Priority Payment |
| PIP | Professionalising Investigation Process | TAM | Terrorism and Allied Matters committee |
| PPAF | Policing Performance Assessment Framework | TCG | Tasking and Co-ordinating Group |
| PPOS | Prolific and other Priority Offender Scheme | TPSG | Training Practitioner Support Group |
| PRIME | Problem Resolution In Multi-agency Environment | VISOR | Violent Sexual Offenders Register |
| PSA | Public Service Agreement | YISP | Youth Inclusion and Support Panels |
| PSU | Policing Standards Unit | YOT | Youth Offending Team |
| REACH | Rape, Examination, Advice, Counselling, Help | 5x5x5 | Method of evaluation of intelligence submissions |

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