



Inspecting policing
in the public interest

Responding to austerity

Hampshire Constabulary

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How well does the constabulary provide value for money?

Overall judgment

Hampshire Constabulary has responded well to the challenge of the spending review. It is well placed to respond to future funding reductions in this ongoing era of austerity.

Good

Summary

Hampshire Constabulary is on track to achieve its required savings of £52.9m over this spending review period. It has plans in place that will achieve further savings in 2015/16, and is developing its plans for the period beyond 2016. Importantly, in making its required savings the constabulary is protecting neighbourhood policing as far as possible, and increasing the proportion of staff and officers in frontline crime-fighting roles.

The constabulary understands the issues it faces and is looking beyond the current spending review, taking action now by planning for future funding reductions and other cost pressures.

Despite the reductions in staffing numbers, the constabulary has continued to fight crime and keep its communities safe. It has achieved higher reductions in crime, both over the spending review period and during the last 12 months to March 2014, than most other forces. Overall, crime levels remain lower than in other forces in England and Wales and the constabulary has increased victim satisfaction over the 12 months to March 2014.

To what extent is the constabulary taking the necessary steps to ensure a secure financial position for the short and long term?

Good

Hampshire has faced a difficult challenge. Although its savings requirement is broadly in line with other forces. It is a low-cost force, spending less on policing, and employing fewer staff and police officers than other forces. This means it has less scope to make further savings.

It has a strong track record of achieving savings and has plans in place to achieve most of the £10.6m requirement in 2014/15. The force's operational change programme (OCP) aims to achieve the anticipated £25m savings needed in 2015/16 and 2016/17.

The constabulary has looked at all areas of service and has well-developed plans to achieve considerable savings at the same time as improving effectiveness and protecting policing priorities.

To what extent has the constabulary an affordable way of providing policing?

Good

The force has a strong track record of managing change to reduce costs while improving performance. It has reviewed all areas of service to the public and developed a change plan that will achieve all of the anticipated savings through to 2016/17.

Cuts continue to be managed to protect neighbourhood policing; it has among the highest proportion of officers and staff in frontline and visible roles in England and Wales.

It has made good use of collaboration to enable it to reduce costs and provide effective services.

It has an ambitious plan to change the way it uses its buildings and plans to save money while investing in improving its estate from the proceeds of selling surplus land and buildings.

To what extent is the constabulary efficient?

Good

The constabulary has developed its approach to understanding demand and risks. It has analysed demand for services and is aligning resources to respond better.

It is starting to identify where police time can be saved without reducing the quality of service to the public, through improved processes.

Despite making considerable savings and reductions in police officer and staff numbers, Hampshire Constabulary has continued to reduce crime, and to improve victim satisfaction.

The constabulary in numbers



Financial position

The constabulary's savings requirement

Requirement Gap

£52.9m

£0.0m



Providing policing

Planned change in police officer numbers 2010/11 – 2014/15

Hampshire England and Wales

-21%

-11%

Planned change in total workforce numbers 2010/11 – 2014/15

Hampshire England and Wales

-22%

-14%

Planned proportion of police officers on the front line 2014/15 vs 2010/11 (percentage points)

Hampshire England and Wales

+10.6

+3.0

Planned proportion of total workforce on the front line 2014/15 vs 2010/11 (percentage points)

Hampshire England and Wales

+11.9

+3.7



Efficiency

Police officer cost per head of population
2013/14

Hampshire

England and Wales

£91.0

£117.7

Workforce cost per head of population
2013/14

Hampshire

England and Wales

£132.2

£168.1

Change in recorded crime
2010/11 – 2013/14

Hampshire

England and Wales

-21%

-14%

Victim satisfaction 2013/14*

Hampshire

England and Wales

86.4%

85.2%

*Confidence intervals: $\pm 1.0\%$ for Hampshire; $\pm 0.2\%$ for England and Wales.

Introduction

In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20 percent in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. This report identifies what we found in this, our fourth year.

Our inspection focused on how well the constabulary is achieving value for money. To answer this question we looked at three areas:

- To what extent is the constabulary taking the necessary steps to ensure a secure financial position in the short and long term?
- To what extent has the constabulary an affordable way of providing policing?
- To what extent is the constabulary efficient?

During our inspection we collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they receive from the police as a result of the cuts, and conducted in-force inspections. We also interviewed, where possible, the chief constable, police and crime commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

This provides the findings for Hampshire Constabulary.

To what extent is the constabulary taking the necessary steps to ensure a secure financial position for the short and long term?

HMIC looked at the savings plans that forces have developed in order to meet the financial challenge of the spending review, and for the year after 2015/16. It is also important that forces look to the future beyond 2016 in their planning, so we also explored how they are starting to prepare for further financial challenges.

Financial challenge

Hampshire Constabulary has identified that it needs to save £52.9m over the four years of the spending review (i.e., between March 2011 and March 2015).

As a proportion of its overall budget, this savings requirement of 15 percent is lower than the 18 percent figure for England and Wales. HMIC considers that Hampshire faces a particularly difficult financial challenge as it was already spending less than most forces on policing, having already made efficiency savings.

The scale of the challenge

Hampshire faces a particular challenge because it has low funding and it already spends less than other forces, with less scope to make savings:

- it spends less than most other forces in England and Wales per head of population on police officers and staff and less on non-pay costs, and
- it has a lower number of police officers per head of population than most other forces in England and Wales.

Savings plans for 2014/15 and 2015/16

The constabulary has a good track record in achieving savings and in 2013/14 it has achieved over its spending target, achieving over £10m of additional savings.

The constabulary has clear and well-developed plans in place to achieve £9.4m of the £10.6m savings needed in 2014/15. The shortfall is as a result of a lower than anticipated increase in police funding from council tax for this year. The constabulary has reserves that it can draw on to close the gap, if necessary. In 2015/16, the constabulary has a savings requirement of £11.2m.

Outlook for 2016 and beyond

The constabulary's plans for dealing with future cuts are developing well. It has estimated that it will need to find additional £25m savings between 2015/16 and 2016/17. There is a high degree of confidence that these savings will be achieved through the constabulary's operational change programme (OCP). Although the constabulary is already starting to implement OCP changes, the new structure is not expected to achieve full savings until 2015/16.

Hampshire has made some predictions about future savings that will be required through to 2017/18, based on prudent assumptions about likely grant reductions, cost increases and council tax (precept) increases.

The constabulary's future approach is to change its structure to provide as good a service as now, if not better, with fewer staff and at lower cost. It has systematically looked at every service it provides to the public, analysed the demand, and looked for ways to reduce duplication, inefficiencies and unnecessary activity.

Summary

Good

- Hampshire Constabulary has faced a difficult challenge. Although its savings requirement is broadly in line with other forces, Hampshire is a low-cost constabulary that spends less on policing and employs fewer staff and police officers than other forces. This means it has less scope to make further savings.
- The constabulary has clear plans in place to achieve most of the £10.6m savings needed in 2014/15.
- Hampshire's operational change programme aims to achieve the anticipated £25m savings needed in 2015/16 and 2016/17.
- The constabulary already has a strong track record of achieving the savings it has planned to make.
- Hampshire has systematically looked at all areas of service, and it has well-developed plans through its change programme to achieve considerable savings at the same time as improving effectiveness and protecting policing priorities.

To what extent has the constabulary an affordable way of providing policing?

HMIC looks at how the constabulary is structured to provide policing. We ask if this is affordable as the constabulary responds to its financial challenge. We look at what the constabulary is doing to reduce its costs, how it is protecting officers and staff engaged in fighting crime and keeping communities safe, and how it is making the required changes through its change programme.

How the constabulary provides policing

Following a recent constabulary restructure, Hampshire Constabulary is organised into three local policing areas: western, eastern and northern, each led by a chief superintendent. At constabulary level, a number of specialist units provide support across the constabulary, and a number of functions are provided jointly with Thames Valley Police.

Collaboration

HMIC monitors forces' progress on collaboration because it offers the opportunity to provide efficient, effective policing and helps to achieve savings.

Hampshire has made good progress on collaboration and has some well-established joint operational services with Thames Valley Police, which provides a number of specialist functions to both forces (e.g., roads policing). It has also joined forces with Hampshire County Council and Hampshire Fire and Rescue Service to set up H3, which provides back-office support in finance and human resources to all three organisations.

The new H3 organisation is an innovative approach that has made savings for the constabulary and has also ensured that it has access to better back-office support than it would have been able to afford on its own. H3 has the added potential for generating further savings by extending its services to other public (or private) sector organisations, which will further increase the economies of scale for all involved.

The constabulary has joined up with Hampshire County Council on a range of contracts in order to reduce costs. It is committed to a 'buy once' approach with Thames Valley Police. Any equipment or supplies it needs to buy are reviewed to establish if a joint purchase approach with Thames Valley would secure additional savings. In addition, as part of its partnership working, the constabulary has preferred partner arrangements with Thames Valley Police for ICT and joint operations functions that have already provided financial and operational benefits.

Hampshire is currently developing further collaborative arrangements with Thames Valley, including contact management, criminal justice and custody. A joint head has been appointed for contact management, and the appointee is developing the programme,

with initial proposals and recommendations due in September 2014. The constabulary is planning to have revised IT provision in place by April 2015 to provide better alignment of command and control across the two forces. The constabulary plans to move with Thames Valley to a common command and control IT system that will create opportunities for further collaboration in the longer term.

In 2014/15, Hampshire plans to spend 13 percent of its net revenue expenditure on collaboration, which is higher than the 11 percent figure for England and Wales. Collaboration is expected to contribute 17 percent of the constabulary's savings requirement, which is considerably higher than the 10 percent figure for England and Wales.

Managing change

Reductions in police budgets have led to a shrinking workforce. HMIC expects forces to look at longer-term transformation that can help maintain or improve the service they offer to the public, and to prepare for future funding reductions.

The constabulary entered this austerity period with already comparatively low spending, having brought down its costs and improved its efficiency through a well-managed change programme. It has invested in change management skills to ensure it can identify opportunities for more effective ways of working that can release savings. Staff have been trained in improvement approaches such as mapping ways of working, in order to identify inefficiencies, duplication and unproductive activities. In addition, the constabulary has also used external consultants to provide specialist skills to help the development of the joint business support function, H3.

Over time, the change programme has evolved, with the constabulary improving and learning from each phase. The latest phase of the change programme has four components: investigations, intelligence, neighbourhoods, and response. This will lead to a number of changes to the constabulary's operating structure, with neighbourhood policing at the core, and numbers protected as far as possible. Elements of the change programme include making better use of the estate, reducing the number of prisoner investigation centres, and increasing skills within neighbourhood teams so that each team has its own offender management and safeguarding hub.

The first phase of the change programme will be the resolution centre, which will resolve as many calls as possible at the first telephone contact. This will be done, either by dealing with them immediately over the telephone or diverting them to a more appropriate agency where the issue is not a police matter. The resolution centre is an important part of the change programme and it will enable the constabulary to be more efficient with neighbourhood resources by screening out unnecessary demand on police officers' time.

The constabulary identified that the main elements of its change programme during the current spending review are:

- changing the way business support functions are provided;
- changing the way specialist functions are provided;
- improving the way operational support is undertaken;
- changing the way local policing is provided; and
- collaborating with other forces.

The constabulary identifies that the main elements of its change programme as it responds to future financial pressures will include:

- changing the way local policing is provided;
- improved arrangements with other forces for protective services;
- improving the way operational support is undertaken;
- better alignment of resource to demand; and
- making better use of the constabulary's estate.

How is the constabulary supporting its workforce to manage change and effective service provision?

The constabulary recognises that effective management of change must actively involve all staff affected. It introduced a people strategy in 2012, to guide ways of influencing and changing behaviours in order to effect change. The chief constable has also developed several leadership principles, which are widely communicated and understood, and a leadership development programme is being taken forward.

Within the change programme, the constabulary has recognised the need for cultural shift to keep pace with changes in constabulary structures. This includes making sure that leaders are equipped for the change, in order to keep staff looking forward and focused on service improvement.

The constabulary has done considerable work to involve staff in the development of the change programme. Staff members have worked closely with the change programme team to map the processes for every area of service provision. Staff associations and unions reported being able to influence most reviews in one way or another, and they have been included in redundancy selection processes and in identifying the best outcomes for staff.

Staff are at different stages of accepting change. Despite a great deal of effort being put into regular communications, senior managers are aware that many staff are unsettled by the lack of detail relating to their own personal situation. The constabulary staff survey provides an opportunity for concerns to be raised, although the most recent survey had a poor return rate.

The constabulary has recently launched 'Bravo', an online system through which staff and managers can provide visible positive feedback to colleagues as part of its staff reward and recognition strategy.

How is the constabulary achieving the savings?

Because around 80 percent of a police budget (on average) is spent on staff costs, it is not surprising that forces across England and Wales plan to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff employed.

However, we also expect forces to bear down on their other costs (non-pay) such as the equipment they buy, the accommodation and vehicles they use, and the contracts they enter for services (e.g., cleaning). The constabulary plans to make 25 percent of its savings from non-pay, which is lower than the value for England and Wales.

Early in the spending review, the constabulary took steps to reduce non-pay costs as much as possible. Despite reductions to date, the constabulary continues to be committed to achieving further reductions. To this end, it had commissioned consultants to carry out an independent review of non-pay costs. This review identified potential savings ranging from £11k to £200k from 27 areas of business.

The constabulary's estate strategy is extensive, with plans being developed to reduce the number of police buildings in the long-term from 120 to single figures. Forecast income from the sale of surplus buildings and land is estimated to be over £55m; so far, the constabulary is on track to achieve these savings. With forecast investment of £50m, the strategy plans to achieve considerable change to the estate, including co-location of neighbourhood teams with other organisations at local authority premises, police station closures, and the building of fit-for-purpose custody facilities at neutral cost.

As with other forces, most of the savings come from reducing the workforce. Hampshire made an early start on this in 2010 when it slowed its recruitment of new police officers and police staff, and reduced the number of police staff. The constabulary plans to make 75 percent of its spending review savings requirement from its pay budget. This is higher than for other forces.

The following table shows the constabulary's planned changes to workforce numbers over the spending review period, and compares these to the change for England and Wales.

Please note, these figures are rounded.

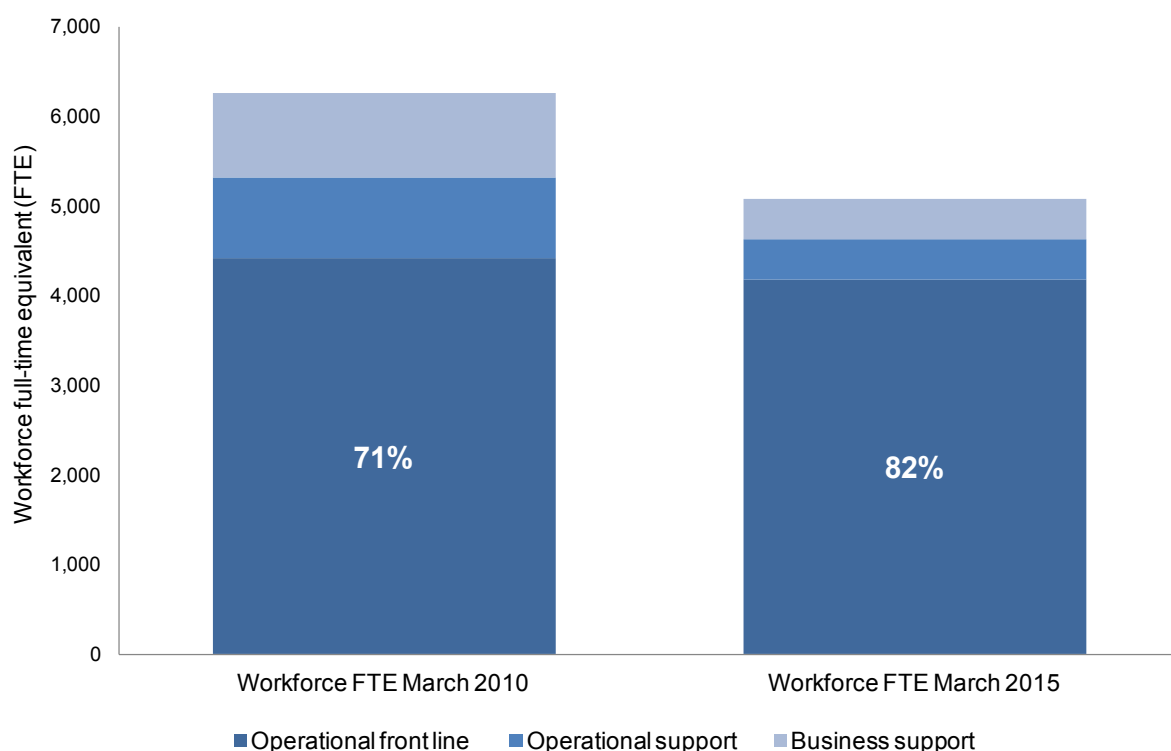
| | 31 March 2010 (baseline) | 31 March 2015 | Change | Constabulary change % | Change for England and Wales % |
|-----------------|---|--------------------------|---------------|----------------------------------|---|
| Police officers | 3,748 | 2,964 | -783 | -21% | -11% |
| Police staff | 2,424 | 1,779 | -645 | -27% | -17% |
| PCSOs | 347 | 333 | -14 | -4% | -22% |
| Total | 6,518 | 5,076 | -1,442 | -22% | -14% |
| Specials | 449 | 611 | 162 | 36% | 44% |

Over the spending review Hampshire Constabulary plans to lose a larger number of its workforce proportionally than England and Wales as a whole. Both police officer and police staff reductions are planned to be greater than in other forces, although the constabulary plans to lose fewer PCSOs.

The constabulary is set to see a much bigger reduction in its total workforce than the figure for England and Wales. It is important that as forces reconfigure their structures and reduce workforce numbers, they focus on maintaining (or if possible increasing) the proportion of people in frontline crime-fighting roles.

HMIC defines the people who work on the police front line as those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.

The following chart shows the planned change in the workforce frontline profile in Hampshire Constabulary.



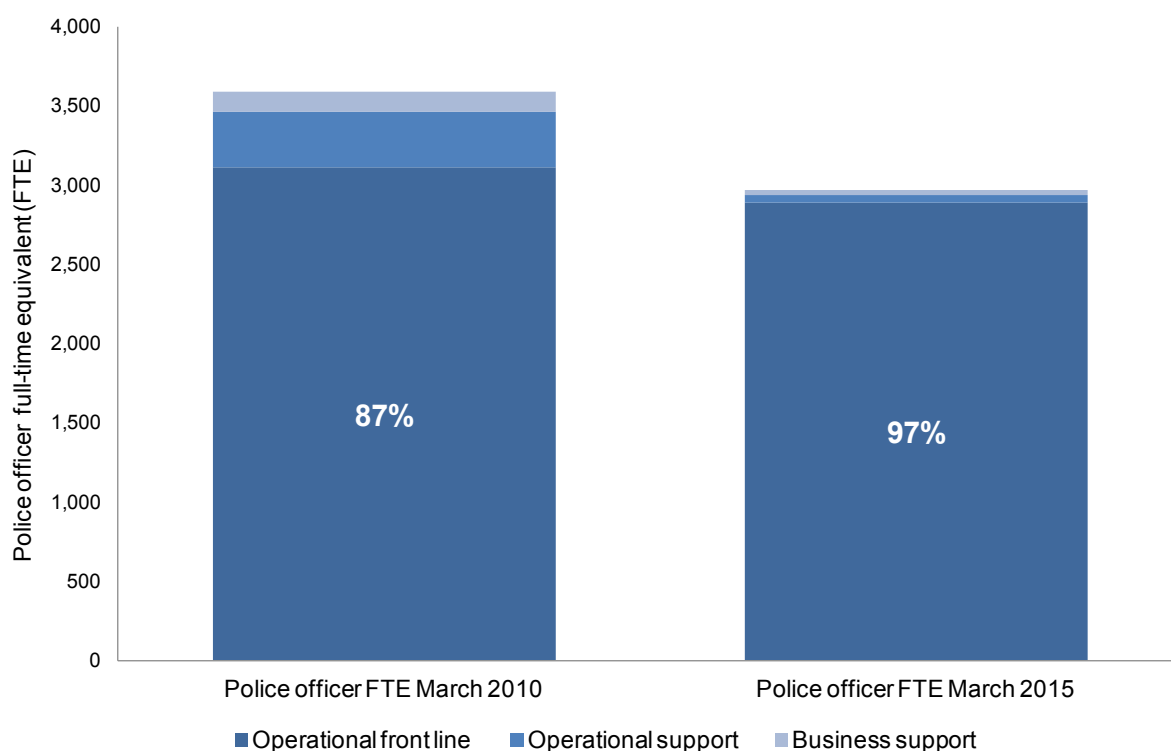
Note: England and Wales reports an increase in the proportion of workforce on the front line from 74 percent in March 2010 to 78 percent in March 2015.

The number of officers, PCSOs and staff working on Hampshire's front line is projected to reduce by 5 percent between March 2010 and March 2015 (from 4,419 to 4,185).

Over the same period, the proportion of Hampshire's total workforce allocated to frontline roles is projected to increase from 71 percent to 82 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent.

The number of Hampshire's police officers in frontline roles is planned to reduce by 7 percent from 3,110 in March 2010 to 2,887 by March 2015, as the following chart shows. The proportion of officers remaining on the front line is projected to increase from 87 percent to 97 percent. This compares to an overall increase across England and Wales from 89 percent to 92 percent, and shows Hampshire Constabulary is successfully protecting frontline crime-fighting roles as it makes these cuts.

The following chart shows the planned change in police officers' frontline profile.



Note: England and Wales reports an increase in the proportion of police officers on the front line from 89 percent in March 2010 to 92 percent in March 2015.

Summary



Good

- The constabulary has a strong track record of managing change effectively to reduce costs at the same time as improving performance.
- The constabulary has systematically reviewed all areas of service to the public and developed a change plan that will achieve all of the anticipated savings through to 2016/17.
- Cuts continue to be managed to protect neighbourhood policing, and the constabulary has among the highest proportion of officers and staff in frontline and visible roles in England and Wales.
- The constabulary has made good use of collaboration with others to enable it to reduce costs and provide an effective service.
- The constabulary has an ambitious plan to change the way it uses its buildings. It is planning to save money at the same time as investing in improving its estate from the proceeds of selling surplus land and buildings.
- Although the constabulary is losing a greater number of police officers and police staff than other forces, the proportion remaining are focused on frontline crime-fighting roles.

To what extent is the constabulary efficient?

HMIC looks at how the constabulary understands the demands that it faces and how it allocates both financial resources and staff to meet these demands. We look at how these decisions are leading to effective results for the public; in particular, that police are visible and that they attend promptly when called, that they are fighting crime and keeping communities safe, and that victims are satisfied with the service they receive.

How well does the constabulary understand and manage demand?

The constabulary has an ongoing annual process to understand its demand and the policing challenges it faces. This is reviewed quarterly and refreshed twice a year. In addition, the constabulary has recently analysed demand as part of change programme developments in order to achieve a better alignment of the workforce (this work was supported by external consultants and the College of Policing). Hampshire has looked at the demand from calls to the constabulary control room in order to assess how much of that demand could be reduced through process improvements. It has assessed how much police time could be saved by not sending officers to calls that can be better dealt with through the introduction of the resolution centre.

Over the last two years, the constabulary has built on these processes and has identified that there is now a need for it to adopt a more sophisticated approach to managing demand. The planned resource management unit (RMU) will provide the focus for more effective management of longer-term demand forecasting and planning.

HMIC found that there has been limited work done with other public bodies in the use of partnership data to inform analysis and to reduce the volume of unnecessary or avoidable demand for police resources. For example, a lot of police time is taken up by providing out-of-hours cover for local authority social services, dealing with mental health patients or providing support to ambulance services. The demand analysis carried out for the resolution centre indicates that the constabulary can make considerable savings through more effective deployment of police resources and also through resolving requests for response at the first point of contact, whenever possible. The constabulary decided not to engage with partners in the preliminary demand analysis that led to the development of the resolution centre, which means the constabulary does not have a true understanding of current and future demand from partner services.

How efficiently does the constabulary allocate its resources?

The constabulary has a strong focus on neighbourhood policing and it is evident that it is taking steps to protect local policing resources as much as possible from staffing reductions. For example, neighbourhood resources, including PCSOs, have been actively protected from cuts during the change programme planning process.

Hampshire Constabulary is working hard to ensure that frontline policing resources are used as effectively and efficiently as possible. In particular, it is making good use of mobile technology to free up officers' time to enable them to spend more time carrying out frontline policing duties and less time travelling to and from police stations for bureaucratic tasks. This will be particularly important as the constabulary achieves its estates strategy and the number of police stations reduces. The constabulary continues working to ensure that public access to services does not suffer as a result of reducing the number of points through which the public can physically access the police.

The constabulary has started to make some progress in making the most efficient use of police resources to support partner services, and to protect vulnerable people. Hampshire's positive approach to improve the way people are detained under the Mental Health Act is a good example. This involves training sergeants to assist with interventions, along with locating a mental health nurse in the constabulary control room to provide access to medical records and data. The constabulary has also recognised that it needs to work better with the ambulance service to minimise wasted police time and is working constructively with the ambulance service to gain a better mutual understanding of processes, in order to reduce demand.

How does the constabulary respond and keep its communities safe?

The challenge for forces is not just to save money and reduce their workforce numbers, but also to ensure the choices they make do not have a negative impact on the service they provide to their communities. HMIC looked for evidence that keeping the communities safe is at the heart of the constabulary's decision.

Calls for service

HMIC examined whether Hampshire Constabulary is taking longer to respond to calls for help, as a result of its workforce reductions and other changes designed to save money. Forces are not required to set response times or targets and are free to determine their own arrangements for monitoring attendance to calls, so information between forces is not comparable.

We found that over the four years since 2010, Hampshire had maintained the same target response times of 15 minutes for calls classed as 'emergency' (also known as Grade 1) in an urban setting; and within 20 minutes for calls classed as 'emergency' in a rural setting. Over the same period, calls classed as a 'priority' (also known as Grade 2) had a target response time of within 60 minutes.

The following table compares the constabulary's performance in 2010/11 to 2013/14.

| Calls for service | 2010/11 | 2013/14 |
|---|----------------|----------------|
| Percentage of emergency calls on target | 93.0 | 85.7 |
| Percentage of priority calls on target | 77.0 | 83.6 |

Over the spending review, attendance for emergencies has declined and improved for priority calls.

Visibility

The work done by police officers and staff in visible roles (such as officers who respond to 999 calls, deal with serious road traffic collisions or patrol in neighbourhoods) represents only a part of the policing picture. Chief constables need to allocate resources to many other functions in order to protect the public, such as counter terrorism, serious and organised crime, and child protection (to name just three).

That said, research shows that the public value seeing visible police officers on patrol in the streets, and that those who see police in uniform at least once a week are more likely to have confidence in their local force. HMIC therefore examined how far the changes being implemented by the constabulary had affected the visibility of the police in the Hampshire area.

In 2014, Hampshire Constabulary allocated 57 percent of its police officers to visible roles. This is 1.8 percentage points lower than the number allocated in 2010, but is in line with the figure for most other forces (which was 56 percent across England and Wales).

Police visibility is further enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, Hampshire Constabulary allocated 60 percent of these staff to visible roles. This is 1.5 percentage points lower than it allocated in 2010, but is in line with the figure for England and Wales.

HMIC conducted a survey¹ of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed in Hampshire, 5 percent said that they have seen a police officer more often than they had 12 months ago; this compares to 12 percent of respondents in England and Wales.

¹ Sample sizes for each force were chosen to produce a confidence interval of no more than ± 6 percent and for England and Wales, no more than ± 1 percent. Forces' differences to the England and Wales value may not be statistically significant.

Furthermore, 87 percent of respondents in Hampshire said they felt safe from crime where they lived, compared to 84 percent of respondents in England and Wales. Finally, 7 percent said they felt safer from crime than they did two years ago, compared to 9 percent of respondents in England and Wales.

Crime

In 2010, the Home Secretary set a clear priority for the police service to reduce crime. Between 2010/11 and 2013/14 (which includes the first three years of the spending review), Hampshire Constabulary reduced recorded crime (excluding fraud) by 21 percent, compared with 14 percent in England and Wales. Over this period, victim-based crime (crimes where there is a direct victim such as an individual, a group, or an organisation) reduced by 23 percent, compared with 14 percent in England and Wales. These reductions represent some of the largest reductions of any force in England and Wales and are commendable.

Looking just at the last 12 months, recorded crime (excluding fraud) fell by 3 percent, which is higher than the figure for England and Wales of 1 percent.

By looking at how many crimes occur per head of population, we get an indication of how safe it is for the public in that police area. The table below shows crime and anti-social behaviour rates in Hampshire (per head of population) compared with the rest of England and Wales.

| 12 months to March 2014 | Rate per 1,000 population | England and Wales rate per 1,000 population |
|-----------------------------|---------------------------|---|
| Crimes (excluding fraud) | 54.0 | 61.1 |
| Victim-based crime | 47.3 | 54.3 |
| Sexual offences | 1.0 | 1.1 |
| Burglary | 5.7 | 7.8 |
| Violence against the person | 11.2 | 11.1 |
| ASB incidents | 31.4 | 37.2 |

It is important that crimes are investigated effectively and that the perpetrator is brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected. Hampshire Constabulary's sanction detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 27 percent. This is broadly in line with the England and Wales sanction detection rate of 26 percent.

We have chosen these types of crime to give an indication of offending levels in the Hampshire Constabulary area. For information on the frequency of other kinds of crimes in your area, go to www.hmic.gov.uk/crime-and-policing-comparator.

Victim satisfaction surveys

An important measure of the impact of changes is how satisfied victims are with the overall service they receive when they seek police assistance. Overall levels of satisfaction with the police have increased in Hampshire, and the constabulary is keen to learn from the public's experience of its service. It is carrying out specific pieces of work in individual areas of change to measure the impact of the change on service outcomes and satisfaction. For example, the resolution team contacts service users to survey levels of satisfaction. Where restorative justice has been used as an alternative to seeking criminal convictions, victims are contacted to assess how satisfied they are with the service provided.

In the 12 months to March 2014, 86.4 percent (± 1.0 percent) of victims were satisfied with the overall service provided by Hampshire Constabulary. This figure is an improvement of 3 percent since last year and it is now higher than the England and Wales figure of 85.2 percent (± 0.2 percent).

Changes to how the public can access services

Forces are exploring different ways in which the public can access policing services. Hampshire Constabulary has a range of different ways for the public to contact the force or for them to seek information, both in person or remotely.

The constabulary's website provides access for the public to a number of policing services. The 'do it online' facility allows people to report lost and found property, leave a message for police officers and staff, request a call back or to say thank you. The force offers options such as online reporting, and has introduced Crime Reports, which is an innovative crime-mapping website for residents of Hampshire and the Isle of Wight, which lets people create a customised crime update to receive regular emails about crime-related incidents and community events in their area.

Hampshire is making greater use of the internet and social media to communicate with the public. There are over 46,000 followers on Twitter and 70,000 'likes' on Facebook, and an official YouTube channel with force-produced videos.

As part of the constabulary's estates strategy, over the spending review period the constabulary plan to reduce the number of police stations from 49 to 34, and the number of front counters from 38 to 16. However, Hampshire plans to have 10 shared access points where the public will be able to access police services. This change provides both savings and enable services to be provided to the public at convenient locations.

Summary

Good

- The force has developed its approach to understanding demand and risks. It has analysed demand for services in developing its change programme and is aligning resources to respond better.
- It is starting to identify where police time can be saved without reducing the quality of service to the public, through improved processes.
- Despite making considerable savings and reductions in police officer and staff numbers, Hampshire Constabulary has continued to reduce crime, maintain low crime levels and improve victim satisfaction.

Our judgments

HMIC uses four categories for making judgments, two are positive and two are negative. The categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how well the constabulary achieves value for money, it is not an assessment of the overall effectiveness of policing. In applying the categories HMIC considers whether:

- the way the constabulary is achieving value for money is good, or exceeds this standard sufficiently to be judged as outstanding;
- the constabulary requires improvement in the way it achieves value for money, and/or there are some weaknesses; or
- the constabulary's provision of value for money is inadequate because it is considerably lower than is expected.