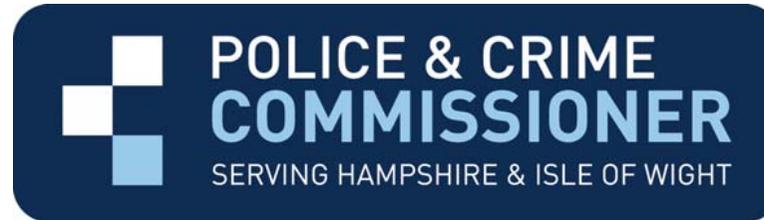


# Police and Crime Commissioner for Hampshire and the Isle of Wight

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## End of Term Report



**2012 to 2016**

## Introduction

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This report, produced at the request of the Police and Crime Panel, highlights the work undertaken by me, and the OPCC, during the period since my election, in November 2012, as the Police and Crime Commissioner for Hampshire and the Isle of Wight, through to March 2016. It describes how the services delivered, and initiatives undertaken stand against the priorities and commitments set out in my Police and Crime Plan, presented to the Panel in March 2013. It illustrates, quite clearly, the different and wider ranging responsibilities expected of a Police and Crime Commissioner, when compared against the previous Police Authority structure. I'm pleased that, despite these greater responsibilities, the cost of the OPCC has not exceeded that of the old Police Authority.



This report stands in evidence as to how, against the backdrop of austerity cuts, I've been able to maintain an efficient and effective police service for the public of Hampshire and the Isle of Wight. It shows, through taking a more businesslike approach to all we do, how operational policing is starting to see benefits. The Estates Strategy is saving money while delivering a much more efficient and modern working environment. Likewise, investment in body worn video, Information and Communication Technology and willingness to work in partnership is keeping the Constabulary at the forefront of modern policing. It was of particular note that HMIC has classed the Constabulary's planning for the future as "outstanding". The report also articulates why HMIC has recognised my commitment to neighbourhood policing; keeping police officers and Police Community Support Officers as a visible presence that engages and communicates well with communities, delivering traditional policing in the modern environment.

To me, the role of Police and Crime Commissioner is not just about governance of the Constabulary. It is, and most importantly, about encouraging "social change" across our communities; change that begins to see fewer crimes committed, fewer people entering the costly criminal justice system and so fewer victims of crime. This is why the priorities in my Police and Crime Plan speak of preventing crime in the first place, educating and supporting young people away from criminality, and of putting victims and witnesses at the heart of the criminal justice system.

It is important for any society to support its young people into adulthood, to protect them from abuse and to educate them away from offending. For these reasons there is a great deal in this report that refers to working with, and supporting, young people. Of particular note is the nationally recognised, and award winning, Community Court Project; a restorative justice approach to dealing with anti-social behaviour that is producing both reduced offending and high levels of victim satisfaction.

I hope you will find this document not only informative, but a sign post to what can be achieved into the future.

Thank you.

A handwritten signature in black ink, appearing to read "Simon Day". The signature is stylized and written in a cursive-like font.

## Achievements

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### Priority 1: Improve frontline policing to deter criminals and keep communities safe

There has been a vast amount of activity to improve frontline policing over the last three and a half years. This section highlights the key achievements in this area.

#### Modernised force structure

Facing the financial challenges we did, with over £80 million being cut from the police budget since 2010, I have supported Hampshire Constabulary in delivering a comprehensive Operational Change Programme, designed to increase effectiveness, release financial savings, reduce demand for police services, increase shared services with other forces and public services, embrace opportunities for technological development, and ensure flexibility to respond to civil emergencies and major events. This programme was fully implemented by April 2016 and resulted in the delivery of the following:

- Introduction of a Resolution Centre to manage non-emergency incidents through telephone resolution, in order to reduce demand on the rest of the force.
- Implementation of new neighbourhood boundaries and teams aligned with council wards
- Implementation of omni-competent investigation teams
- Implementation of new Response and Patrol teams and borderless deployment process

Neighbourhood policing was a 'red line' for me from 2012 when I was elected as Police and Crime Commissioner, and this was reflected in the Operational Change Programme. I have been committed to having a police presence in our neighbourhoods which is why I have protected Police Community Support Officer (PCSO) numbers and will now be recruiting 198 new police constables into the force to stop the reduction in numbers we have seen as a result of funding cuts in recent years.

Such fundamental, rapid change within the organisation has understandably not been without its challenges. However, I am pleased to report that in 2015 Her Majesty's Inspectorate of Constabulary (HMIC) rated Hampshire Constabulary to be 'good' at being effective, efficient, and

#### KEY FACTS

- Saved £2 million a year in revenue expenditure on the estate
- Maintenance backlog reduced from £5 million to £0
- Provided 142 modern cells, reducing the cost of the custody estate and providing suitable facilities to support quicker processing detainees
- £80 million savings since 2010
- 1 in 6 residents in the South East have been victims of cyber crime in the last month. 84% of residents have experienced some form of attempted cyber crime in the last 12 months. I have now invested £1.5 million to tackle this problem.

legitimate at keeping people safe and reducing crime – testament to the policing model implemented in Hampshire and the Isle of Wight.

Committed to ensuring Hampshire Constabulary is at the forefront of the modernisation of policing, I undertook a technology review which looked at the use and effectiveness of body worn video and contact management. As a result of this review, Hampshire Constabulary now has a five year ICT Plan with Thames Valley Police, and has rolled out the use of body worn video across the force. Recent research has found that body worn video can result in a 12% increase in charges, a 9% increase in early guilty pleas, and up to 100% reduction in complaints against officers (West Midlands Police).

#### Improvements in tackling cyber crime

Cyber Crime has been a growing threat during my time in office, and in fact by next year the Home Office expects the volume of cyber crime to exceed that of traditional crime. This year I have committed £1.5 million to tackling this issue, ensuring that people, businesses and communities are as safe as possible from cyber crime threats. In addition I have supported Hampshire Constabulary in taking part in a 12 month pilot scheme to recruit specialist volunteers to increase the skill set within the Force to prevent and solve cyber crime; advising on live investigations, analysing phones or computers for evidence, and providing advice to regular digital investigators.

### FOCUS ON... Rural Policing Strategy

Outside of the two unitary areas of Portsmouth and Southampton, much of Hampshire and the Isle of Wight is rural. I challenged Hampshire Constabulary to devise a rural policing strategy that reflects the unique needs of our local communities, with a focus on farms and agriculture, heritage, wildlife and environment, and tourism. The resulting strategy, led and championed by my Assistant Commissioner Judy Venables, was launched at the New Forest County Show in July 2014, alongside the Hampshire Community Alert system to help keep local communities better informed on issues relating to local policing and crime.

As a result of the strategy there have been a number of key achievements, including:

- Operation Falcon – aims to protect our rural communities and make them a hostile environment for criminals, reduce rural crime, and improve confidence in the police amongst rural communities. Tackling a different issue each month, the operation is linked to seasonal crime types that affect rural communities. For example, one month the operation targeted theft from motor vehicles, with high visibility and covert patrols concentrating on beauty spot car parks where vehicles have been left whilst owners enjoyed the countryside. As a result the New Forest saw a 55% reduction in reported beauty spot theft from motor vehicle offences.
- Introducing a Chief Inspector for each district area and ringfenced Neighbourhood Policing Team, to ensure locally led policing and facilitate local accountability.
- Dedicated Country Watch Team that specialises in dealing with rural issues and wildlife crime. They work closely with key partner agencies and build up contacts in the community to help them tackle issues effectively.
- Introduction of a Rural Crime Partnership group, chaired by an Assistant Chief Constable – symbolising that rural policing is now seen on an equal footing with urban policing within the Constabulary.

## FOCUS ON... Estate Strategy

In May 2013 I launched my Estate Strategy and highlighted my continued commitment to partnership with Hampshire Fire and Rescue Service, Hampshire County Council and local councils. The strategy has built on successful partnerships that have been forged as part of my commitment to neighbourhood policing, and moves from an owned to a shared estate. I wanted to deliver an estate that supports future policing, ensuring that the facilities are fit for purpose in today's economic climate, meets officer and staff needs, and puts policing at the heart of the community, whilst ensuring the best value for the investments made with public funds.

The strategy has achieved a great number of successes, including the completion of:

- Portswood Police Station refurbishment
- Opening a Digital Forensics Innovation Centre
- Southampton restructure to create a Western Investigation Centre
- Southampton 999 and 101 Control Centre
- Operational Headquarters – Mottisfont Court refurbishment
- Strategic Headquarters – shared with Hampshire Fire and Rescue Service
- 11 Neighbourhood Response bases, 10 with public sector partners

A further 28 projects to complete the transformation of the estate are due to be completed by April 2017.

At the start of the strategy, the maintenance bill was a staggering £5 million, following a prolonged period of not investing in the estate. I am pleased to report that this has now been reduced to zero, removing a large number of risks. The custody cells across Hampshire and the Isle of Wight have also been brought up to meet current standards, removing previous risks in the custody environment.

Feedback from officers has been very good:

*“... it's a much more modern facility than the old station. I get that the community had a strong emotional attachment to the previous building and they were very upset to see us moving out. But I think as people come in they realise that we're still very much in the heart of the community and, in some respects, better positioned [...] this is a far better office for us.”*

*“[I am] delighted with the quality of accommodation. I am very envious of the people who will be working there. Indeed a new era has started in terms of the quality of our Estate.”*

### Over £10 million of efficiencies delivered

- H3 partnership - a ground breaking amalgamation of core corporate services between Hampshire Constabulary, Hampshire County Council and Hampshire Fire and Rescue Service. My office is also a customer of this service. It includes procurement, finance and payroll, human resources, occupational health and wellbeing, learning and development, and facilities management. Although the total savings made are currently being calculated, it is anticipated the final savings will be over £600,000 per year.
- Collaboration with partners to deliver a range of policing functions, most notably:
  - Joint Operations Unit (which includes dog support, firearms, roads policing, and strategic operations for contingency and emergency planning), ICT and Information Management with Thames Valley Police, saving Hampshire Constabulary a total of almost £9 million a year.
  - Entering a National Police Air Support Service, saving £485,000 a year
  - Sharing scientific services with Hampshire County Council, saving £167,000 a year

### Better crime recording practices

In 2014 Hampshire Constabulary was inspected by Her Majesty's Inspectorate of Constabulary (HMIC) regarding crime data integrity. The inspection found areas of concern in relation to the accurate recording of crime. The Force took immediate and thorough action to rectify this, and as a result recorded crime increased significantly in 2015. Between April and December 2015, recorded crime in Hampshire and the Isle of Wight was 27% higher than in the previous year.

I have looked into analysis regarding the reasons for this increase and am satisfied that it is predominantly due to the increased drive to comply with crime recording standards. However there have been real increases in sexual crime reporting due to increased victim confidence and high-profile cases in the media. For example, the number of calls to Hampshire Constabulary fell by 4% in 2014/15 compared to the previous year, and the number of incidents created

### FOCUS ON... Isle of Wight

I have always fought to ensure that the Isle of Wight is equally served by Hampshire Constabulary and equally represented in my policy development. From early on I have campaigned for Hampshire Constabulary's name to reflect the Isle of Wight, and am pleased with the recent announcement that a change in legislation will enable this.

In early 2013 I appointed an Assistant Commissioner to represent me on the Isle of Wight, to make sure that the policing needs of the island community incorporated within my Police and Crime Plan were delivered. During her time in post, Laura Franklin has built strong relationships with community groups, public bodies and many other island based organisations and given a strong voice to island residents, delivered directly to me.

Laura has undertaken a range of activities over the last 3 years, including facilitation of community engagement events, hosting Police and Crime Question Time, encouraging hate crime reporting especially by victims with learning disabilities, recruiting members of Hampshire Constabulary's Independent Advisory Group. She has played a key role in engaging with young people on the Isle of Wight, including through schools and colleges and police cadets, and has commissioned a number of services to complement existing initiatives and address gaps in provision, including rape crisis counselling, safe accommodation for vulnerable victims, and 'Life Course' for young people on the cusp of offending.

fell by 8%. HMIC agrees with the approach taken by Hampshire Constabulary to analyse this and agrees that changes to crime recording practices are a plausible explanation for the rise in recorded crime. HMIC also points out that, despite this increase, recorded crime in Hampshire is still below the national average (HMIC, PEEL: Police Effectiveness 2015, An inspection of Hampshire Constabulary).

However, this does make comparing crime statistics over the last few years futile. 2015/16 should be treated as a new baseline year for statistical analysis of crime reporting in Hampshire and the Isle of Wight; resulting in better intelligence and strategic analysis.

At the time of writing this report, Hampshire Constabulary is due to be re-inspected by HMIC over its compliance with crime recording standards. I have kept a close overview of the internal practice changes to improve recording within the force and am satisfied that this has been appropriately addressed in the short term, and that longer term, more sustainable solutions will be implemented by summer 2016.

### Tackling violent extremism

Tackling radicalisation and terrorism is a key concern for any Police and Crime Commissioner, but especially pertinent for me after several young men from Portsmouth travelled to fight in Syria for Islamic State, all but one of whom subsequently died. In Hampshire and the Isle of Wight I am represented on the Hampshire and Isle of Wight Prevent Strategy Group, and have welcomed changes made by the government to create a duty for a wider range of partners to help prevent people from being drawn into terrorism, particularly schools who have a key role to play in protecting children from radicalisation. During my term as PCC I have in particular raised the profile of the 'Prevent' strand of the government's Counter Terrorism Strategy (known as CONTEST) amongst partners, primarily through the Hampshire and the Isle of Wight Community Safety Alliance. I have also recently supported a competition for students to make a short film to provide a counter-narrative to the sort of films normally released by extremist groups. The winning entry is due to be announced in March 2016.

## KEY FACTS

- 9.6 stop and searches per 1,000 population, compared to 6.5 in most similar forces. This is a 37% reduction from the previous year
- Taser used 1.3 times per 10,000 population, compared to 1.6 times in most similar forces
- 81% of workforce is front line. England and Wales average is 78%.
- 18% decline in local workforce since 2010. England and Wales total was a 14% decline
- 1.7 officers per 1,000 population, compared to 2.2 for England and Wales
- 02. PCSO's per 1,000 population; the same as the national average
- 2,800 body worn cameras, up from 500 in April 2015

### Better understanding of problems with firearms licence issuing

Regrettably I am not able to report any improvement in the timescales for issuing firearms licences during my time in office. The process remains laborious, antiquated and costly. I have been frustrated by ongoing delays with the Home Office development of a national IT system to rapidly improve the process, especially given the increase in the licence fee last year was predicated on the introduction of this IT system. The failure to deliver means that Hampshire Constabulary is operating at a loss of around £500,000 when issuing firearms licences. I have now applied pressure to Hampshire Constabulary to press ahead with local modernisation of the process and a plan is now in place to streamline, digitise and provide additional staff to clear the current backlog. I have also lobbied government for a national performance framework so that there is clarity over how individual forces are performing.

### Improving support for people with mental ill-health

Supporting people with a mental health condition that come into contact with the police has been a key concern of mine. In my most recent Commissioning Plan (2015/16) I set out my intentions to support both victims and perpetrators with mental health problems. As a result I have commissioned several projects that improve support in this area, including specialist services for domestic abuse and sexual violence victims who are vulnerable to mental health problems as a result of their experiences.

I have provided grant funding to projects such as 'Youth First', which tackles anger and anxiety in young people and 'Buzz Off', a project aimed at reducing crimes experienced and committed by people with learning disabilities. Other activities during my time in office include a joint web chat with Hampshire Constabulary during Mental Health Awareness Week, and campaigning for the removal of police cells as designated places of safety. I discussed the issues on the BBC Panorama programme "Locked up for being ill" and met with the Home Office to report on how Hampshire and the Isle of Wight had successfully reduced the number of people with mental health issues detained in custody suites. In 2012/13, 593 adults were held in police custody as a place of safety under the Mental Health Act, whereas in the year to date (April 2015 to January 2016) this has reduced significantly to 22. In addition, children are no longer held in police custody as a place of safety in Hampshire and the Isle of Wight.

The introduction of the Hampshire Liaison and Diversion Service in Southampton, Waterlooville and Portsmouth custody centres has been incredibly valuable. Employed by the NHS but based in the custody suite until 8pm every day (in Southampton and Portsmouth), these members of staff have access to NHS data, are able to assess vulnerable people and signpost appropriately. This scheme should be rolled out to the north of Hampshire later this year, whilst a similar scheme called IRIS (Island Recovery Integrated Services) already exists on the Isle of Wight.

## Priority 2: Placing victims and witnesses at the heart of policing and the wider criminal justice system

For many years it has seemed that the needs and wishes of victims and witnesses have failed to be taken into account by the criminal justice system. This section highlights the most significant improvements I have made in this area during my term in office.

### Better support for victims

Demonstrating my commitment to placing victims and witnesses at the heart of policing, one of my early conferences challenged the extent to which the criminal justice system already achieved this. We heard from a series of inspiring speakers, including the National Victims Commissioner, Baroness Newlove.

This was followed by perhaps my most significant achievement in improving support for victims - the introduction of the Victim Care Service. Launched in April 2015, the Victim Care Service (provided by Victim Support) receives automatic referrals from Hampshire Constabulary and offers a tailored package of support to victims of crime, fulfilling many of Hampshire's obligations under the Code of Practice for Victims of Crime. Any needs identified may be met immediately through emotional support over the phone, result in signposting to another more suitable support organisation, or may result in practical support such as a personal alarm or door locks being issued. In April to December 2015, the Victim Care Service received 33,279 referrals to support victims of crime. 42% of these were considered priority victims and 20% required a needs assessment.

I have funded a series of 'walkthrough' films of Portsmouth, Southampton, Winchester and Salisbury Crown Courts, to help provide information to victims and witnesses about what to expect when attending court, especially if they do not want to attend for a pre-trial visit or when a trial is moved to a new court at very short notice.

### Tackling domestic abuse

My domestic abuse conference in 2013 led to a very clear understanding of the complexities of domestic abuse service provision in Hampshire and the Isle of Wight and the need for joined up commissioning. As a result much of my efforts have been focused on improving the commissioning of such services, offering better value, improved performance management and better funding stability for providers.

### KEY FACTS

- Victim satisfaction is 84.1%, compared to 83.8% nationally
- To date there have been 111,592 referrals to the Victim Care Service for a basic service:
  - 20,981 of these were subsequently identified for an enhanced service
  - 10,956 subsequently received needs assessments
- Over £1.2 million spent on domestic abuse services during my term in office
- Over £700,000 spent on sexual violence services during my three years in office.

I have pooled funding with Hampshire County Council to commission an Integrated Domestic Abuse Service Hampshire (IDASH), which includes Independent Domestic Violence Advisors (IDVA), refuge, outreach, children and families work and group work. Having one service specification has eliminated post code lotteries of services depending where a victim lives, filled gaps and reduced duplication. The contract has increased IDVA provision across the Hampshire County Council area from 4.5 to 9.5 posts. IDVAs offer a vital service that supports those at risk of serious harm and death. This contract has also increased community outreach and improved move-on and re-settlement support.

In Southampton I contribute towards the city's integrated domestic abuse contract which commenced in November 2015. I will seek to increase this contribution from April 2016, to support sexual crime services that are currently funded through annual grants. Portsmouth and the Isle of Wight domestic abuse and sexual crime services are supported through my annual grant funding. My office is currently working with both local authorities to identify opportunities for services to be delivered through contracts from April 2017.

I have collaborated with Hampshire County Council and Southampton City Council on the development of a contract to manage domestic abuse perpetrators. This service includes the identification of perpetrators, risk assessment, management of perpetrators and a review by Southampton University. I contribute funding towards Portsmouth City Council's domestic abuse perpetrators service called Up2U and have been working towards jointly funding a domestic abuse perpetrators service with the local authority. There are currently three accredited Specialist Domestic Abuse Courts in our area; in Portsmouth, Southampton and North Hampshire. I fund a specialist Independent Domestic Abuse Coordinator in Portsmouth to support victims through the court process.

### **FOCUS ON... Restorative Justice Strategy**

In my Police and Crime Plan I made a commitment to increase the use of restorative justice, to put the victim at the heart of the criminal justice system and reduce reoffending. As a result I launched my Restorative Justice Strategy in 2015, setting out my vision to make restorative justice available across Hampshire and the Isle of Wight, at all stages of the criminal justice system.

I have appointed a Restorative Justice Coordinator to develop and deliver the strategy and am pleased to report that our restorative justice landscape is now developing rapidly. I have allocated over £450,000 to deliver restorative justice in the area and as a result Restorative Solutions and Safer North Hampshire are currently rolling out services across Hampshire and the Isle of Wight that will offer traditional restorative justice for victims of crime in the form of conferences or face to face meetings between the victim and offender. Initially this offer will only be available for crimes where there is no risk of serious harm or re-victimisation.

Other activity that has already commenced as a result of the strategy includes:

- Developing a trial of an online restorative solution
- Training for frontline police officers to raise awareness of restorative justice and the commissioned services
- Opening up a small grants round to build level 1 and 3 restorative justice capacity. Bids have included the use of restorative approaches in schools, in resolving neighbourhood disputes, in building awareness amongst different faith communities and exploring the use of peer mentors to engage offenders in the process.

I continue to commission and utilise research into domestic abuse to build a strong evidence base for policy innovation in order to effectively address this widespread and complex area of criminality.

### Tackling child sexual exploitation

The discovery of the extent of child sexual exploitation (CSE) in Rotherham and other parts of the country in 2014 was deeply concerning, and has resulted in CSE becoming a quickly emerging priority during my term in office. In the wake of these findings, I asked Hampshire Constabulary, with the support of the four Local Safeguarding Children's Boards, to review how CSE cases were dealt with between 1997 and 2013. As a result of this, Hampshire Constabulary set up a non-recent legacy CSE investigation team, known as Operation Marmion. This team worked in partnership with Children's Social Care leads from each local authority in Hampshire, Southampton, Portsmouth and the Isle of Wight, with support provided by specialist Independent Sexual Violence Advisors. It quickly became clear that more cases were emerging as a result of victims having the confidence that their experience would be taken seriously, and to date the review has identified the need to investigate 39 cases of CSE and 13 outstanding missing persons. As is the case with other similar investigations being undertaken by other police forces, non-recent cases of CSE are expected to be a growth area for the next four to five years, during which time it will be critical for any lessons learned from the way cases were initially investigated to be implemented, so that victims feel protected and supported and receive justice as swiftly as possible.

My Assistant Police and Crime Commissioner, Laura Franklin, has also taken on a county-wide remit for safeguarding vulnerable people at risk of abuse and exploitation. She has worked closely with Hampshire Constabulary to support their work and engaged with partner agencies and non-Government organisations to encourage greater joined-up working and information sharing, as well as implementing best practice in relation to raising awareness, prevention, identification and response.

Hampshire Constabulary has now introduced the Goldstone Team, a specialist unit to tackle CSE that consists of police officers and staff, assisted by a dedicated analyst. The team works closely with other agencies such as Children's Services, health, schools, and third sector organisations such as Barnardos. The team is located within

## FOCUS ON... Sexual Crime Strategy

In 2015 I launched my Sexual Crime Strategy, which emphasises the principle that all victims and survivors of sexual crime should be supported. It sets out my intention to work in partnership towards this aspiration, embracing the principles of prevention and innovation, to help address hidden crime, and promote confidence and awareness. The strategy sets out what services are available for victims of sexual crimes and where there are gaps in service provision, and makes a series of recommendations as a result of these findings.

Services include the Sexual Assault Referral Centre (SARC), Independent Sexual Violence Advisors, and specialist organisations such as four Rape and Sexual Abuse Support Centres. I have spent over £700,000 on sexual violence services during my time in office.

In order to improve outcomes in sexual crime reports, Hampshire Constabulary has set up a specialist interview team, known as Amberstone. It supports all victims of serious sexual assaults, working with local area and specialist investigation teams across the force to achieve the best evidence from victims in what can be traumatic and intimidating circumstances.

Multi-Agency Safeguarding Hubs, allowing for greater joint working, information sharing and greater use of both criminal and civil remedies to help the victims, but also disrupt locations used by offenders.

Finally, I have allocated almost £200,000 to tackling child sexual exploitation, including:

- A six week programme working with families with a holistic approach to tackling child sexual exploitation, provided by Barnardos.
- Chelsea's Choice - an innovative and powerful production highlighting the very serious and emotional issue of child sexual exploitation aimed at young people, parents and professional working with young people. I have funded this production which has been delivered to all secondary schools, colleges and academies on the Isle of Wight.
- Love 146 – a project working with trafficked young people who are at risk of exploitation. The project provides safe accommodation to vulnerable young people, creating safety plans to protect them from perpetrators.

### Making victims' views count

In 2013 I consulted the public on their views for how perpetrators of anti-social behaviour and low level crime should be punished. I used these responses to shape a Community Remedy Menu of sanctions, which included reparative work, a face to face apology or letter from the offender to the victim, a diversionary course, and restorative justice or mediation. Hampshire Constabulary is currently embedding this menu; for example it now runs a 'Using Your Discretion Course' for sergeants and inspectors in Response and Patrol, Neighbourhood Policing, and Investigations, aimed at improving decision making and recording in force, including use of the National Decision-making Model.

The way that victim satisfaction is measured is widely recognised as outdated. Focussing only on vehicle crime, violent crime and burglary, the survey does not account for the fact that these account for less than half of the crime committed. This has been recognised by the Home Office, who are developing an updated approach to measuring victim satisfaction. In the interim period I have begun my own local consultation with victims of crime through Victim Voice Forums – the first of which was recently carried out with Black and Minority Ethnic victims of crime.

## Priority 3: Work together to reduce crime and anti-social behaviour in your community

Crime and anti-social behaviour cannot be tackled by the police alone; success depends on working closely with other public organisations, private and voluntary organisations, and communities themselves. We are stronger and more effective together than we are apart, which is why I made it a key priority for organisations and residents in Hampshire and the Isle of Wight to work together more closely than ever to tackle crime and disorder. This section details my achievements in this area.

### Building new partnerships

From the start of my term as Police and Crime Commissioner I have been committed to building effective partnerships to ensure that we work together to tackle common issues. Neighbourhood Watch was a key partner from early on, and throughout my term I have been dedicated to the continuous development of schemes. I commissioned research which has recently made a series of recommendations about improving the offer, including working with community groups and organisations to engage hard to reach groups, become embedded in multi-agency approaches such as Community Safety Partnerships, and implementing a social media and public relations strategy.

In January 2015 I launched and chaired the first Hampshire and the Isle of Wight Police and Crime Reduction Alliance to ensure more coordination between key stakeholders across Hampshire and the Isle of Wight. It brings together key agencies across the region to work collaboratively to improve outcomes for local communities. The Alliance is attended by Council Leaders, the Chief Constable, Chief Fire Officer, the Chief Executive from the Community Rehabilitation Company, and a representative from the Clinical Commissioning Groups.

Coupled with this I launched the Community Safety Alliance, bringing together chairs of the community safety partnerships from across the two counties, which aims to work in partnership to prevent duplication, reduce costs, and tackle issues using a joined-up approach. Through this meeting, I have engaged partners to work together to tackle the priorities in my Police and Crime Plan by pooling resources and identifying local and shared needs. This has helped to influence areas of concern, such as delays in the completion of Domestic Homicide Reviews, and I have also involved community safety partnerships in decision making for funding in their areas, encouraging local focus and match funding where possible.

In 2015 I launched the Hampshire and the Isle of Wight Hate Crime Action Group. This group brings together a range of organisations to raise awareness of and better understand the nature of hate incidents, ensuring an appropriate response to individuals and the wider community. Through the use of best practice initiatives, engagement and involvement, it also aims to educate and increase confidence in communities to understand hate crime, how to report it and the support they will receive.

### KEY FACTS

- 62.5 crimes recorded per 1,000 population, compared to a national average of 63.0 (12 months to 30 June 2015)
- 29.0 anti-social behaviour incidents per 1,000 population, compared to a national average of 32.9 (12 months to 30 June 2015)

I have also played a fundamental role in the Local Criminal Justice Board, which aims to ensure that organisations provide the best possible service to the public in delivering justice. My Deputy, Rob Jarman, has also chaired the Board's Victim and Witness sub-group.

I, and members of my office, have also built strong relationships with a range of partners through health and well-being boards, youth offending teams, clinical commissioning groups and many more.

The national 'Troubled Families' programme has been highly successful in encouraging services to work together to tackle entrenched criminality, unemployment and poor educational attainment, and Hampshire and the Isle of Wight has undoubtedly benefited from this scheme. I welcome its focus on early intervention as a way of generating lasting social change, and have been keen to facilitate the sharing of best practice between the various programmes in our area. I have also contributed to the funding of the exciting Havant Communities project which is exploring new ways of working to improve outcomes for the public and overall efficiency.

I am particularly pleased to report on the partnership created between Hampshire Constabulary and the University of Portsmouth in establishing a Forensic Innovation Centre. Believed to be the first of its kind nationally, the centre sees police practitioners, students and academics working together to deliver a range of business benefits for both organisations and the public. The Centre has attracted widespread interest, specifically in its potential for tackling the rapidly increasing demands imposed by the forensic examination of digital devices and the sound platform it provides for building operational capability and capacity for the future. Additionally the partnership and Forensic Innovation Centre provide a basis from which to bid for external funding, most recently to the Home Office Police Innovation Fund to advance contextual design of policing, exploit new technology and trial ground breaking pilot schemes in cyber crime. In 2015 the partnership and FIC won the Times Higher Education Award in the category for Outstanding Employer Engagement Initiative.

## FOCUS ON...

### Modern Slavery Partnership

I have established and funded one of the first Modern Slavery Partnerships in the country, which currently has membership 140 people from over 30 different organisations. The partnership seeks to work together to fight slavery and support victims of slavery in Hampshire and the Isle of Wight, focussing on pursuing offenders, preventing slavery, protecting victims, and preparing services to identify and tackle it through raising awareness.

The partnership was officially launched in September 2015, by myself, the then Chief Constable Andy Marsh, and Kevin Hyland, the National Independent Anti-Slavery Commissioner. Since then we have promoted the partnership at numerous different conferences and events to raise awareness and encourage involvement. This has also been supported by my commissioning of a dedicated website that contains information on what modern slavery is, how to stop it, the partnership, rights and responsibilities, training and resources and useful contact details. A social media campaign has increased traffic to this website by giving people the opportunity to pledge their support online (a personal rather than financial pledge).

Some of the first activities of the partnership are:

- To pilot the application of the Human Trafficking Foundation's 'Survivor Care Standards' and work with them to pilot this approach.
- To provide a series of Master Classes, covering age assessments, spotting the signs and improving cultural understanding.

### Improved information sharing

Coupled with my emphasis on partnership working is my dedication to appropriate information sharing between organisations. Throughout my term I have championed the need to share information that facilitates better informed and more efficient working, both strategically and operationally. I have financially supported the Information Management Suite used by over 1,000 people across Hampshire and the Isle of Wight and in 2015 my office carried out a review of information sharing arrangements in the area. As a result there has been a renewed commitment to information sharing, with several organisations signing up to co-funding a shared solution in 2016/17. Furthermore I have committed to leading the future development of information sharing solutions, making sure they are fit for purpose, and my office is taking on governance of the existing solution from April 2016.

### Working together to create safer roads

For the last three years I have invested £140,000 into the Community Speedwatch scheme. These are volunteer led schemes to improve safety on Hampshire and Isle of Wight roads, particularly in rural areas. There are over 800 volunteers working on 81 schemes. 25 of these were part-funded by my Office. A recent evaluation of the schemes found that the scheme has been widely taken up in the rural areas and the most active groups that have approached the police to find out about the scheme, rather than the police trying to set up groups. A recent survey of Speedwatch volunteers found that 76% felt the scheme had made a positive difference in their area, and 70% felt valued by Hampshire Constabulary.

I have also contributed to the development of an online driver awareness course by the Blue Lamp Trust. The course is developed in recognition of the fact that two in three collisions across Hampshire involve a person driving for a business purpose. The online course aims to improve and extend the reach of existing work by the Trust to improve road safety in Hampshire and the Isle of Wight.

## Priority 4: Reduce reoffending

The traditional approach to reducing offending, specifically the arrest and prosecution of offenders through the courts, and use of custodial sentencing, represents a huge cost to the public purse. While I accept that prison is the only option for some, I also recognise that prisons are full to capacity and are not the best solution for all offenders. This section highlights some of the achievements made in effectively reducing reoffending.

### An evidence lead approach to commissioning

Throughout my term I have championed an innovative, evidence led approach to reducing reoffending. Early on in my term I hosted a national Evidence Based Policing conference at Cambridge University. This was attended by Police and Crime Commissioners from across the country, and was an important opportunity to share knowledge and approaches. This very clearly set out my intention for my term in office to base decisions and allocate resources on evidence of 'what works', whilst maintaining a willingness to innovate and experiment with new approaches on the condition that these are suitably evaluated during a trial phase.

This evidence-led approach has been reflected in my commissioning of several projects aimed to reduce the chances of offenders committing further crime. Such projects include:

- Violent Offender Intervention Programme – a pilot programme funded for the north of Hampshire that provides an assertive outreach service for serious, violent offenders who will not engage in mainstream services. In its early days there were difficulties with the worker accessing offenders whilst they were still in prison, but I was able to intervene and resolve this. The programme, run by Baseline Training Ltd, has recently been independently evaluated and was found to be “very successful in helping to stabilise clients by identifying the most dominant risk factors connected to their offending and ensuring that these factors are stabilised by acting as the bridge or connector between the client and the relevant services that can help in this stabilisation process” (VOIP: An Independent Evaluation, Dr A. Williams, 2016).
- Victim Awareness course – this pioneering project was launched in 2014 and is run by Victim Support. It aims to reduce reoffending by making offenders rethink their behaviour and consider the impact on others. It is targeted at adult offenders of low level offences who receive a conditional caution or Fixed Penalty Notice in addition to attending the course. A recent evaluation of the project found excellent

### KEY FACTS

- There are 32.0 Organised Crime Groups per 1 million population in Hampshire, compared to 74.7 nationally
- There has been a 38% reduction in the number of young people entering the Criminal Justice System per 100,000 population since 2011/12
- Domestic abuse conviction rates have risen slightly from 70.1% in 2011/12, to 70.6% in 2014/15
- Sexual offence conviction rates have risen from 69.2% in 2011/12 to 75.3% in 2014/15

results, including that 89% of attendees felt the course had helped them to think about their behaviour and that 86% felt the course had helped them to think about how the victim might feel as a result of their offending behaviour. All monies made from the course are reinvested in Victim Support. 10 police forces have now embraced this course.

- Project CARA – a unique project that gives domestic abuse offenders the opportunity to understand the impact of their behaviour on others and address their own needs. Used in connection with conditional cautions, the programme is delivered by Hampton Trust and has already won two awards; the Howard League for Penal Reform award and the College of Policing award for Innovation in Perpetrator Intervention. Currently subject to evaluation by Cambridge University, the project is showing early signs of success including a 65% lower prevalence of re-arrest and a 49% lower rate of re-arrest. 94% of those attending the workshop report a change of attitude towards their partner. Following a successful pilot phase, I have now rolled Project CARA out across Hampshire and the Isle of Wight which has enabled more offenders and victims of domestic abuse to benefit from this programme and will improve the evidence base for its ongoing evaluation.
- Alcohol and Cannabis Diversion Schemes – available to people who have been issued Public Notices for Disorder, allowing offenders to attend appropriate education courses as an alternative to just paying a fine. The schemes, run by Druglink, aims to help individuals understand the risks, harm and consequences caused by their behaviour and to reduce the likelihood of further offending.

## FOCUS ON... Community Peer Court

Introduced in 2014, this three year pilot trials a new approach which enables young people aged 10 to 17 who have committed a minor offence to be judged by peers of their own age. It aims to:

- Make offenders think seriously about this offence
- Divert them from the criminal justice system
- Deter them from future offending.

The objective of the scheme is to improve outcomes for young, first-time offenders and increase their chance of rehabilitation instead of entering into a cycle of re-offending. It uses peer pressure, one of the main reasons for young people offending, to reverse their attitude to crime and anti-social behaviour.

The general role of the community court is not to decide on innocence or guilt, but to use community-driven mechanism to help decide on appropriate and fair sanctions for young people who have acknowledged their guilt. The Hampshire Community Court is complementing current restorative justice provisions, not replace existing criminal courts for young people (Youth Courts).

A year on the project is having fantastic results – a reoffending rate of just 5% (compared with 33% nationally), and has won two awards; Star of the Community Award 2015 (The News Youth Awards) and Youth on Board Award (Making a Difference 2015, British Youth Council). The court is currently being reviewed by the College of Policing with a view to establishing another community court elsewhere in the country.

### Played a key role in the transformation of justice services

Recognising the controversial nature of government proposals in 2013 to transform justice services and introduce Community Rehabilitation Companies, I took a lead role in bringing key organisations together to discuss the impact. This led to my Reducing Reoffending conference in early 2014. I submitted my concerns about the lack of evidence base for the reforms to the Ministry of Justice and became a conduit between the department and Hampshire and the Isle of Wight stakeholders. This left me in a good position to influence and shape the Community Rehabilitation Company when it was introduced in 2015, and I have now built a good relationship with the Company. I maintain oversight of it's performance through the Local Criminal Justice Board.

### Diverting young people from crime

A main theme from my Police and Crime Plan is to generate lasting social change. One of the key ways I have been able to encourage this is through funding a range of programmes for young people that divert them away from crime. Examples of projects I have funded include:

- DIVERT – Delivered by Motiv8, this project aims to educate young people about the consequences of crime and ASB, reduce the number of victims of crime, increase community cohesion, provide positive diversionary activities and learning opportunities to help develop aspirations, and build relationships between with the police.
- Cop Car - The Driving Futures, Hampshire Police Cop Car project is a 10 week challenge, which sees 11-16 year olds, who face difficulties within the normal school system, work as part of a team, in order to build an F24 Kit Car. Bringing the students together with the Police, Royal Navy and teaching and support staff, the project offers youngsters who are currently unable to attend regular schools the chance to grow in confidence, learn many new skills and to engage with the police in a positive manner. This project has been rolled out following a successful pilot phase in Eastleigh.
- Leigh Park Project – Delivered by Big World Impact, this project works with young people in a deprived area of Havant to divert people from crime and anti-social behaviour through involvement in community sport, arts, and cultural activity.

These are just three of many schemes of this kind I have funded across Hampshire and the Isle of Wight. In total, I have allocated over £1.1 million to youth diversion schemes during my term in office, which in the last nine months alone have collectively engaged with over 9,000 young people.

### KEY FACTS

- Attrition rates for domestic abuse offences have fallen slightly from 29.9% in 2011/12 to 29.4% in 2014/15
- Attrition rates for sexual offences have fallen from 30.8% in 2011/12 to 24.7% in 2014/15, although there is still a significant problem with attrition rates for rape offences, which was 61.5% in 2014/15
- Almost £200,000 spent on projects that work with local prisons, either aimed at diverting young people from prison or supporting people leaving prison
- A 38% reduction in the number of first time entrants to the Youth Justice System from 2012 to 2015

### Sharing the responsibility of tackling organised crime

Serious and organised crime groups have been disrupted by many police operations during my term, including ones targeting drug supply, child sexual exploitation, human trafficking for labour exploitation, and human trafficking for prostitution. But tackling serious and organised crime cannot be the duty of only the police. A range of other organisations have a role to play in identifying and tackling organised criminality in Hampshire and the Isle of Wight. I have improved information sharing to facilitate this joined up working, and utilised the Hampshire and the Isle of Wight Community Safety Alliance to make sure that the necessary partners have access to local analysis.

Much of Hampshire Constabulary's work to tackle serious organised crime is done regionally. I led a change in the governance structure of the South East Regional Organised Crime Unit and South East Counter Terrorism Unit, to ensure appropriate scrutiny from myself and neighbouring Police and Crime Commissioners in partnership. Locally, I funded the expansion of Operation Fortress across the force, following a successful pilot in Southampton. The operation, which tackles organised drug and firearm use and dealing, has delivered impressive results and been nationally acknowledged as good practice. I have however been disappointed that this level of intensity has not been sustainable in times of austerity.

### Improved commissioning of Integrated Offender Management

My office has been asked by the Local Criminal Justice Board to work with partners to agree Integrated Offender Management (IOM) commissioning arrangements from April 2016. As a result of this, we are leading on the commissioning of a single tender approval to deliver IOM during 2016/17, in partnership with Hampshire County Council. I am also supporting Portsmouth and Southampton IOM schemes through annual grants, and have worked with partners to deliver an IOM housing service across Hampshire from April 2016 - these houses are primarily for offenders leaving prison with a substance misuse issue; residents are drug tested to ensure that they are drug free in the project and they must comply with a timetable of activities and engage with peer mentors and a weekly timetable of meaningful activities.

### Maintaining border control

In 2015 the government announced plans to cut funding to Hampshire Constabulary's Marine Unit by around 50%. This caused me great concern because the unit plays a vital role in counter terrorism, especially given the attacks that other parts of the world have seen in shipping and coastal areas. The Unit also supports a number of high profile events such as Cowes Week Regatta and the Americas Cup World Series. Despite lobbying the Home Secretary to review this decision, together with other Police and Crime Commissioners along the south coast, I was extremely disappointed that the funding was cut. However, I have made up the difference from the general policing grant because this function is simply too important not to fund.

During my term in office I have invested over £2.2 million on the expansion of ANPR – Automatic Number Plate Recognition. This technology is crucial to help detect, deter and disrupt criminality at a local, force, regional and national level, including tackling travelling criminals, organised crime groups, and terrorists. In particular, I have been keen to fill gaps in coverage in rural locations, on our borders, and mobile capability.

## Other achievements

Achievements during my term have not been limited to the priorities set in my Police and Crime Plan. As other issues have emerged, I have taken steps to address these swiftly. I have also successfully fulfilled my obligations as Police and Crime Commissioner, as detailed in this section.

### Achieving a balanced budget in unprecedented times

The 2010 Comprehensive Spending Review, coupled with the government's wider austerity measures and the overall economic, have required all police forces to achieve significant savings over the last five years. Hampshire Constabulary has been no exception to this, and was required to make £80 million worth of savings between 2010/11 and 2014/15. Achieving this saving has perhaps been the biggest accomplishment of my term in office. I have raised the council tax precept for the last three successive years, but have done so after extensive consultation with Hampshire and Isle of Wight residents, who have shown support for these decisions.

I lobbied the government in months before the 2015 Comprehensive Spending Review, to make it clear that Hampshire Constabulary could not make further cuts without significantly changing its approach to crime, especially prevention and certain low level offences. I was pleased and relieved that the final announcement confirmed that the risk to public safety from further cuts had been recognised.

Innovation in Hampshire and the Isle of Wight has continued despite financial challenges, including through monies awarded through the national Police Innovation Fund. Applications to this fund during my term in office have secured over £16 million additional funding for Hampshire and any partner applicants. This has supported innovative projects within the Estates Strategy, for joint working, introducing Body Worn Video and contact management.

### Improved commissioning

In 2014/15 all funding was given through grants processes; at that time my Commissioning Team were still learning about needs, service supply, priorities and had still to develop the partnership networks that now inform investment.

Now there is a much clearer picture of what is needed, and we are able to distinguish between the services that require stable ongoing funding and those that are more local and flexible year on year.

## KEY FACTS

- Recruited two Chief Constables
- Two Takeover Days held in 2015, one in Winchester and one on the Isle of Wight. 24 students had the opportunity to share their views with me and gain an insight into my role
- Responded to 44 recommendations from the Police and Crime Panel
- 3% of the workforce is Black, Asian or Minority Ethnic, compared to 7% of the population in Hampshire and the Isle of Wight
- 30% of police officers are female, compared to 29% nationally

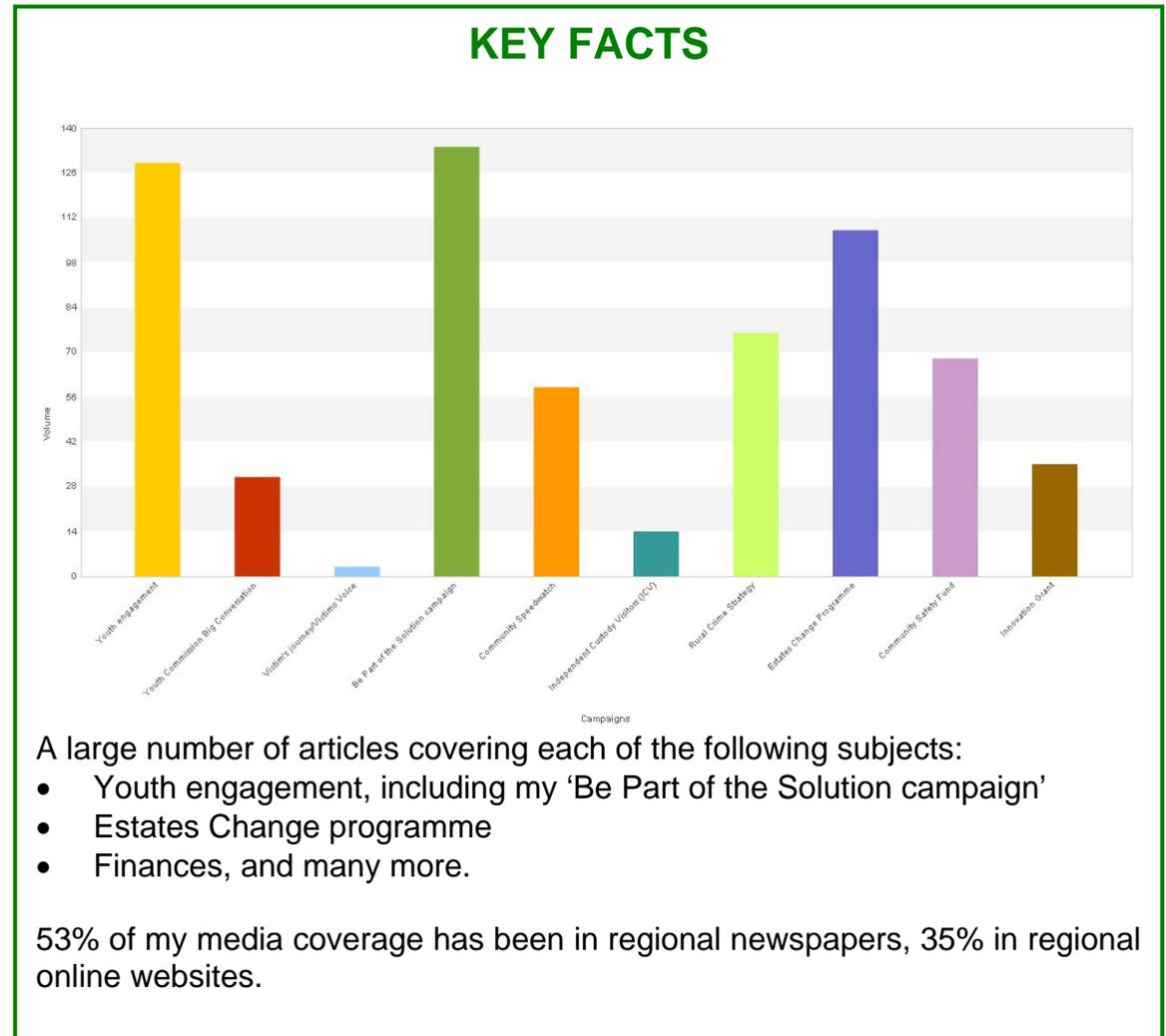
As a result, there has been a shift towards contracts rather than grant funding, which ensure fair competition to bid, best value, sustainability, and enable better performance management.

My funding is only responsible for a small percentage of the total spent on achieving safer communities. Other funding comes from the Constabulary, The Community Rehabilitation Company, The Health Services, Local Authorities, and the big funding charities such as Comic Relief, and Big Lottery. In the last few years great strides have been made in aligning priorities and funding with partner statutory agencies, for example the single specification for domestic abuse services in Hampshire; by working with partners we have developed a single approach to services, avoiding duplication, service gaps, and regional variations.

The next year will see increasing efforts to co-ordinate activities with the big charities through the South East Funders Forum. This brings together Big Lottery, Big Lottery Heritage, The Lloyds Foundation, Comic Relief, Children in Need and many others. My office will now be hosting and supporting these meetings and is already supporting the South East's OPCCs to coordinate commissioning regionally, and share lessons learned and best practice. In this way, along with our existing partnership with Community Safety Partnerships, I can ensure that support services are commissioned at the most appropriate level - local, Hampshire wide, Hampshire and the Isle of Wight, or even regionally.

### Improved transparency

One of the motivations for the introduction of Police and Crime Commissioners was to increase the level of accountability of policing to the public and improve transparency. I have been keen to achieve this in Hampshire and the Isle of Wight. I have used my website to publish each decision I have made and details of all



expenditure over £500. I have also established a very open and transparent relationship with the local media, and frequently comment on news and policy issues, demonstrating visible, accountable leadership. This relationship has also enabled me to achieve good media coverage for a range of priorities in my Police and Crime Plan.

My 'Commissioner's Performance, Accountability, Scrutiny and Strategy (COMPASS) meetings were set up to hold the Chief Constable to account. They have now developed in to meetings where I hold the Chief Constable to account on his delivery of my Police and Crime Plan in front of the public, and also give the public an opportunity to ask us both questions. All meetings are now filmed and published on my website. During my term in office, I have held 10 such meetings travelling all over the counties. These arrangements were recognised by the Home Affairs Select Committee in 2014 as part of their review of Police and Crime Commissioner progress to date.

I am of course held to account by Hampshire and the Isle of Wight's Police and Crime Panel, which is made up of representatives from each of the local authorities in the Hampshire policing area and two independent co-opted members. During my term the Panel has held me to account over various matters, including raising the council tax precept, the development and delivery of my Police and Crime Plan, and my decisions. It has conducted thorough scrutiny of my work in tackling a range of issues – rural crime, youth offending, victims and witnesses, mental well-being and policing, child sexual exploitation, anti-social behaviour, and human trafficking and modern slavery. As a result of these scrutiny sessions the Panel has made 44 recommendations to me, the vast majority of which I have completed or made significant progress with.

#### Ensuring there is an effective Independent Custody Visiting scheme

One of my duties as Police and Crime Commissioner is to ensure there is an effective Independent Custody Visiting (ICV) scheme. These are volunteer members of the public who are impartial, independent of the police and have no direct association with the criminal justice system. Their role is to visit all police custody suites across Hampshire and the Isle of Wight unannounced to evaluate the welfare

### FOCUS ON... The Youth Commission

I am committed to consulting with a wide cross section of communities across Hampshire and the Isle of Wight. I signed the Howard's League pledge to consult young people in developing my plan, and have continued to make consultation with young people a priority throughout my term.

I launched my Youth Commission in 2014 which is made up of up to 50 young people aged 14 to 25 who:

- Talk with young people in their communities to understand their policing and criminal justice concerns
- Provide opportunities for young people to inform, support and challenge my work
- Identify the root causes of problems, making recommendations for change and working on solutions

During my term the Youth Commission has had many achievements, not least consulting with almost 4,000 young people, providing numerous workshops, and making recommendations to me to inform the continual development of my Police and Crime Plan. It has also played a significant role in delivering 2 highly successful campaigns – the 'Lethal Highs' campaign on tackling the use of new psychoactive substances, and 'Be Part of the Solution' to encourage young people to be part of the solution to crime rather than part of the problem.

of detainees. In Hampshire and the Isle of Wight, the scheme has been running for 30 years. In 2015, 25,544 people went through Hampshire and Isle of Wight custody suites. During that time, ICVs made 290 unannounced visits in suites across the county and interviewed 895 detained persons, which equates to 3.5% of the overall custody population.

### Improving policing for young people

Within my Police and Crime Plan I pledged to task Hampshire Constabulary to produce a Youth Strategy, outlining how they will work effectively with partners to provide a policing service that delivers the best outcomes for children and young people. This strategy was published in 2015 and sets out how Hampshire Constabulary will improve relationships between young people and the police, ensure the police service is relevant to young people's lifestyles and ways of thinking, prevent young people becoming victims or witnesses of crime, and prevent stereotyping of young people. I am now represented by my Office at the board which is currently implementing over 30 actions from the strategy.

One of the best ways for young people to influence policing is from the inside, and I have been a keen supporter of the Police Cadets who achieve just that. The scheme involves uniformed young people regularly volunteering with the police and undertaking team working and leadership exercises as part of The Duke of Edinburgh's Award scheme. The scheme provides cadets with the opportunity to develop leadership skills, engage with different teams across Hampshire Constabulary, enhance the lives of young people and have fun while gaining nationally recognised accredited qualifications. They also have the chance to be involved in local, regional, national and international policing and community engagement events.

### Improving trust and confidence in the police

In fulfilling my responsibility to hold the Chief Constable to account, I have held a series of 'Progress 21' meetings at which I scrutinise the performance of Hampshire Constabulary towards their 21 Commitments in delivering my Police and Crime Plan. These quarterly meetings provide an important opportunity to meet with the Chief Constable and other senior officers to discuss their progress

## FOCUS ON... Hosting conferences

During my term I have hosted eight conferences, most with over 100 stakeholders attending from across Hampshire and the Isle of Wight:

- October 2013 – Domestic Abuse
- March 2014 – Reducing Reoffending
- October 2014 – Victims
- May 2015 – Anti-Social Behaviour
- May 2015 – Adult Safeguarding (Isle of Wight)
- September 2015 – Sexual Crime Strategy launch / workshop
- September 2015 – Business cyber crime event
- November 2015 – Restorative Justice Strategy launch
- February 2016 – Modern Slavery Partnership conference
- March 2016 – Adult Safeguarding (Isle of Wight)

These conferences have been vital to share best practice, encouraged and improved partnership working, and helped shape my policy.

in detail, and for me to raise any concerns I may have about their performance.

Upon taking office I was aware of the divide between the police and the diverse communities they serve. I was keen to ensure Hampshire Constabulary mirrors the community it serves, and as such set a challenging three year target to make sure that 5.5% of new recruits by March 2016 came from a Black and Minority Ethnic (BME) background. Despite a period of cut backs and limited recruitment due to austerity, I pushed Hampshire Constabulary to increase its dialogue with diverse communities and make the police service an attractive employment option for BME individuals. At the end of 2012/13, only 3.0% (18/595) recruits to Hampshire Constabulary were from a BME background. By the end of January 2016 this had increased to 3.7%. It is unlikely Hampshire Constabulary will achieve the 5.5% target by the end of March 2016, but the organisation has made great strides in engaging and communicating with BME communities. The Constabulary has now created a Diverse Recruitment Retention and Progression Plan which previously never existed to help support potential BME recruits apply for posts within the police service and support them through their career within the Constabulary. Whilst I am disappointed that the target has not been met, I am pleased that the Constabulary has built bridges and relationships with communities which were previously disenfranchised and lacked any confidence in the police service. BME individuals who previously had never considered a career with Hampshire Constabulary are now working for the organisation and making a real difference.

I have maintained a close eye on complaints made about Hampshire Constabulary, as well as dealt with complaints made about the Chief Constable, and have had no cause for concern in either area. During my term of office, there have been 36 complaints made against the Chief Constable. In all cases, it was found there was no case to answer against the Chief Constable personally or the matters have been locally resolved by way of a letter of explanation to the complainant.

I have also reviewed the timeliness of complaints being resolved, the circumstances of high risk gross misconduct cases and many other areas and have found all to be handled satisfactorily. In addition to this, I have successfully recruited a panel of legally qualified individuals who will now chair gross misconduct hearings which are to be held in public, further enhancing the independence and transparency of the police complaints process.

## KEY FACTS

- 66% of allegations made by the public about Hampshire Constabulary are investigated, compared to 43% in similar forces
- 17% of complaints about Hampshire Constabulary are upheld, compared to 19% in similar forces
- Rated 'good' by HMIC's PEEL Inspection
- Policing in Hampshire and the Isle of Wight costs 44p per person per day, compared to a national average of 55p a day
- The OPCC has 3,359 Twitter followers. An average of two new users a day
- 351 'likes' on Facebook, reaching 1,790 people
- Nearly 19,000 user sessions on OPCC website since its launch
- Since April 2014, 100,000 people have directly benefitted from my grant funding

Her Majesty's Inspectorate of Constabulary (HMIC) has recently rated Hampshire Constabulary as 'good' at understanding, engaging with, and treating fairly the people it serves to maintain, and improving its legitimacy. It highlighted that officers and staff recognise the importance of "dealing with the public in a fair, polite and professional way and how this supports public confidence in the police" (HMIC, PEEL: Police Legitimacy, Hampshire Constabulary, 2015).

### Kept office costs low

Whilst my role is far broader than the former Police Authority, throughout my term in office I have been careful to ensure that the costs of the Office of the Police and Crime Commissioner have not exceeded the costs of the Police Authority that came before it. This has recently been independently verified by Grant Thornton UK LLP. I have carefully selected and developed a highly skilled team, enabling me to deliver with confidence and professional competence.

### Hosting the national ACRO Criminal Records Office

ACRO Criminal Records Office manages criminal record information and improves the exchange of criminal records and biometric information. I negotiated Hampshire as the lead host force and my Deputy Police and Crime Commissioner, Rob Jarman, now sits on the governance board. In 2014/15, amongst other things, ACRO dealt with over 100,000 requests for criminal conviction information held overseas, issued almost 7,000 International Child Protection Certificates, and produced their first strategic assessment which analysed foreign national offending in the UK.

### Ensuring the public are able to influence and shape policing

Engagement with the public is of course a key priority for me – making sure that I am able to tackle the issues raised by communities across Hampshire and the Isle of Wight, striving to ensure everyone has equal opportunity to share their concerns with me and influence the direction of local policing. As part of this engagement I regularly attend various events including but not limited to:

- Gosport Summer Passport Scheme
- New Forest Show
- Alresford Show
- Romsey Agricultural Show
- Hampshire County Sports Day
- Whestival
- Vaisakhi Festival in Southampton
- Highclere County Show
- Winchester and Fareham Access All Areas
- Mela Festival
- Hampshire Pride
- Safer Gosport Community Day

I meet regularly with the Presidents of the four University Student Unions in Hampshire to inform them about issues and changes and obtain their support in giving out crime prevention advice to students. I have also undertaken a series of 'walk-about's', joined street pastors on patrol, visited youth offending teams, a boxing academy, Neighbourhood Watch meetings, football projects, and much more.

From early on in my term I have been keen to engage with members of the public and stakeholders through digital channels. An external newsletter was set up in May 2013 as a way of keeping interested members of the public informed about my various activities and the progress being made in delivering my plan. There are now over 2,300 subscribers to this newsletter and its readership is well above the average for government organisations.

I have also run a number of surveys to consult with the public on specific issues, ensuring that their views are represented in my decision making. Topics include:

- Council Tax precept consultations (the latest one consulting over 2,500 people)
- Community remedy (over 800 respondents)
- Business Crime survey (to inform the Business Crime strategy)

### Run highly successful campaigns

During my term in office I have run three particularly successful campaigns. The 'Lethal Highs' campaign was in response to the prevalence and dangers of new psychoactive substances, which is an issue I have raised locally and nationally for some time. Together with my research into the issues and the Youth Commission identifying a need for improved education and awareness-raising, these resulted in the launch of the campaign during an awareness week in October 2015. The launch week was a huge success with the @Hantsyc twitter activity achieving 42,000 impressions, the four films we produced being viewed 650 times and used by some schools in assemblies or PSHE classes, 400 posters and 3,000 leaflets distributed on request to a variety of organisations, two workshops held with youth organisations, a good level of media interest and a mention in parliament. Requests continue to come into the office for the materials and for further workshops and more partners are coming on board to support the campaign as it moves into the next phase.

My 'Be Part of the Solution' campaign was born out of the Youth Commission's Big Conversation, which found that young people wanted to change the perception of them to being seen as part of the solution to crime and anti social behaviour in their communities, instead of the problem. The Be Part of the Solution campaign encourages young people aged between 14 and 25 years to promote what they are doing in their local community, to improve their personal relationships or the quality of life of their family and friends and to make informed choices, or pledge to do this and to be part of the solution.

Finally, my 'Stop Modern Slavery' campaign helped people to know how to spot the signs of modern slavery and report their suspicions, launched at the same time as the Modern Slavery Partnership. The aim of the campaign is to encourage people to make a pledge that they will help 'stop modern slavery'. This campaign is in its infancy and is being developed as part of the Modern Slavery Partnership's Prevent strand. The first Modern Slavery Partnership conference took place in February 2016, which brought together stakeholders from across the county and

national leads in this area to share best practice, which will be followed up with master classes later in the year.

### Making sure Hampshire Constabulary is fit for purpose

Hampshire Constabulary, like all other police forces, has a responsibility to meet certain requirements, known as the Strategic Policing Requirement. I have scrutinised Hampshire's ability to fulfil their obligations within this, through my Progress 21 agenda, and am satisfied that Hampshire and the Isle of Wight has the capability to meet the requirement.

I have maintained good standards of audit throughout my term, and in 2013 I formed an independent Joint Audit Committee with the Chief Constable. Internal audit requirements are outsourced to H3, whilst external functions have been undertaken by Ernst and Young.

A certain element of risk cannot be avoided in this role, but I have always identified, analysed and prioritised the risks I face, maintaining a process to record, manage and mitigate these risks. My risk register is scrutinised internally by senior leaders, and is also monitored alongside Hampshire Constabulary's at the HQ Portfolio Board.

It is also important to recognise the role that others play in holding Hampshire Constabulary to account. In particular, Her Majesty's Inspectorate of Constabulary (HMIC) play an important role in inspecting all police forces and have the ability to compare and contrast Hampshire and the Isle of Wight to other parts of the country. This certainly enhances my ability to scrutinise activity at a local level.

During my term HMIC has explored many different aspects of local policing, highlighting both good practice and areas for improvement in Hampshire and the Isle of Wight. Particular strengths for Hampshire Constabulary have been highlighted as the roll out of body worn video cameras for officers, the investment in neighbourhood policing, multi-agency working arrangements and investment into the innovative cyber crime hub. HMIC also identified areas where the constabulary has been required to make improvements such as with the way crimes are recorded, the increase in reports of sexual offences, the limited number of convictions for sexual offences and the constabulary's approach to victims of domestic abuse being resolved through the Resolution Centre. Hampshire Constabulary is making strong investments in tackling more non-traditional crimes such as cyber crime and child sexual exploitation, and HMIC has recognised the close partnership working between myself and the Constabulary allowing for both accountability and scrutiny of the force to be productive and positive. However, I have felt that at times HMIC's inspection regime has been over burdensome, requiring an unprecedented amount of local policing time to service it, at a time when local resources have considerably reduced.

## Concluding remarks

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Despite the numerous successes highlighted in this report, other areas for development have emerged during my time in office. The nature of crime is changing, the role of Police and Crime Commissioner is evolving, and the wider public sector is going through considerable change. A number of areas for continued development have been highlighted in this report, including victim satisfaction, information sharing, child sexual exploitation, and firearms licensing. These will be important areas for Hampshire Constabulary and the Office of the Police and Crime Commissioner to continue to address.

Government policy, built around what we are beginning to understand as its “Reform Agenda”, will require continued financial savings, further collaboration and joint working with other police forces, blue lamp organisations and criminal justice partners. I believe the foundations from which future development is built are illustrated in this report, and place Hampshire and the Isle of Wight with the right approach and culture to embrace the future.