

PEEL 2023–2025: An inspection of Hampshire and Isle of Wight Constabulary July 2025

Report: [PEEL 2023–2025: An inspection of Hampshire and Isle of Wight Constabulary](#)

Response from: Office of the Police and Crime Commissioner, Hampshire and Isle of Wight

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Protecting vulnerable people	Police powers and public treatment		
	Developing a positive workplace	Preventing crime		
		Responding to the public		
		Investigating crime		
		Managing offenders		
		Leadership and force management		

I welcome the findings of this inspection report, which reflects my priorities of delivering a best-in-class police service the public expects: a force which strives to carry out timely investigations, delivers better neighbourhood policing and provides improved support for victims of crime. This latest PEEL report is a significant milestone which shows Hampshire and Isle of Wight Constabulary is getting stronger, more responsive and more in tune with public expectations. Since the last inspection, where several areas required improvement, the force has made real positive progress with all PEEL inspection areas now rated as either good or adequate.

Key positive findings include:

- A strong geographical policing model, reinforcing neighbourhood connections with Local Bobbies and accessible public-facing stations.
- Improved investigative capability, resulting in better outcomes for victims.
- Enhanced protection for vulnerable people, and effective tactics in tackling violence against women and girls.
- A decisive approach to anti-social behaviour (ASB) and retail crime, with crime prevention and victim services recognised as innovative and impactful.
- Emergency call handling performance significantly improved: by January 2025, 95.5% of 999 calls were answered within 10 seconds.

However, despite this progress, the force continues to face challenges:

- Earlier inspections identified gaps in intelligence, analyst capacity, and serious/organised crime resources; although addressed, residual vulnerabilities remain.
- Notwithstanding improvements, custody oversight particularly accurate use-of-force data collection and staffing levels still requires further strengthening.

Areas for improvement:

Building on the 2023–25 inspection findings, the following areas merit continued focus:

1. Intelligence and Serious Organised Crime Resilience
Sustain momentum in expanding intelligence capacity, ensuring analysis and investigation teams operate without backlog and can tackle organised crime effectively.
2. Custody Governance and Oversight
Continue enhancing policies to ensure use-of-force incidents are recorded consistently, justified, and transparent, with balanced staffing levels maintained across custody suites.
3. Neighbourhood Presence and Visibility
Maintain and build on the Local Bobbies model, addressing staffing constraints particularly in rural and less resourced North Hampshire and Isle of Wight areas.
4. Victim Services and Victim Care Hubs
Sustain investment in victim support hubs, targeting improved survivor outcomes and reducing demand on operational officers.
5. Community Engagement and Insight
Retain responsive engagement channels like the “Let’s Talk” initiative, ensuring policing strategies remain grounded in public concerns.

My commitment

My ongoing commitments include:

- Holding the Chief Constable to account: through regular scrutiny and performance reviews focused on continued improvement in effectiveness, efficiency, and legitimacy.
- Supporting neighbourhood policing excellence: investing in and expanding the Local Bobbies programme, ensuring each community has a named, accessible officer.
- Investing in visible policing infrastructure: continuing the expansion of crime prevention assets and public-facing police stations across the region.
- Maintaining robust victim support services: through my multi million pound Victim Care Hub initiative, ensuring tailored, victim-centred support and increased investigative capacity.
- Championing neighbourhood visibility and accountability: by leading the national conversation on local policing best practice, building on Hampshire’s leadership role recognised by central government.

Our Hampshire and the Isle of Wight residents deserve a modern, professional police service that is accessible, accountable and deeply embedded in local communities. These PEEL findings confirm we are on that path, and I will ensure we continue to move forwards. Areas for improvement remain and I continue to challenge and support my Chief Constable to expand neighbourhood visibility, tackle crime, and make sure every victim gets a fast, fair and effective response every time they call for help.

Donna Jones
Police and Crime Commissioner, Hampshire and Isle of Wight

Response from: Hampshire and Isle of Wight Constabulary

Hampshire and Isle of Wight Constabulary (HIOWC) has three clear priorities, the relentless pursuit of criminals, to deliver exceptional local policing and to always put victims first. These are of critical importance to delivering an effective and efficient policing service that keeps people safe whilst providing value for money. This requires committed and dedicated staff, clear and effective leadership working closely with partners, communities and experts to provide effective local policing.

Transparency and accountability provide public reassurance and ensure delivery of the quality and timely service that the public should expect. The Constabulary welcomes inspection as a measure of that delivery and work closely with His Majesty's Inspectorate of Constabulary and Fire and Rescue Services to ensure continuous improvement and learning is shared and embedded.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) assessed Hampshire and Isle of Wight Constabulary (HIOWC) under the Police Efficiency Effectiveness and Legitimacy (PEEL) framework between 29/7/24 and the 14/3/25. This is a regular inspection of all forces in England and Wales. The inspection findings and analysis, coupled with professional judgement are used to assess how good forces are in several areas of policing. These areas are then graded as outstanding, good, adequate, requires improvement or inadequate.

The assessment was based upon a framework of inspection areas resulting in 8 graded outcomes. The areas assessed are:

- Providing a service to victims of crime (VSA)
- Police Powers, treating the public fairly and respectfully
- Preventing and deterring crime and antisocial behaviour and reducing vulnerability
- Responding to the public
- Investigating crime
- Protecting vulnerable people
- Managing suspects and offenders
- Building supporting and protecting the workforce
- Leadership and force management.

Hampshire and Isle of Wight Constabulary welcome the findings of the assessment and value the independent scrutiny process. The assessment identified two areas graded as 'good', these were protecting vulnerable people and building, supporting and protecting the workforce. All other areas assessed were graded as 'adequate'. No areas were graded as 'requires improvement' or 'inadequate'.

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Protecting vulnerable people	Police powers and public treatment		
	Developing a positive workplace	Preventing crime		
		Responding to the public		
		Investigating crime		
		Managing offenders		
		Leadership and force management		

Areas for improvement are highlighted in the report and the force have already commenced activity to address these.

Providing a Service to the Victims of Crime

This section of the assessment considers the service that HIOWC provides to victims of crime from report to the conclusion of the investigation and is conducted through an assessment of case files. This area does not receive a grading but affects the grading in other areas of the framework and will be covered under these areas.

Police Powers, treating the public fairly and respectfully

HIOWC were graded as adequate in this area and two areas for improvement were highlighted. HMICFRS noted that the workforce understands why and how it should treat the public with fairness and respect and held appropriate training to support this focusing on the code of ethics and communication. The inspection noted that HIOWC was more proactive in its use of stop search powers with a higher than the national rate of positive findings upon search but that better recording of the grounds for search was required and that body worn video should always be activated for any search encounters. The inspection was content with the level of scrutiny, oversight and governance applied to stop search.

The inspection noted improvements in the recording of use of force occurrences but reports that the Constabulary is still under recording the use of force incidences. Technological advancements have assisted in the recording process and training has been provided to all frontline staff. Effective scrutiny is in place for use of force incidents and information is published on the force website, though the inspection found that this requires a better narrative

AFI 1: The constabulary needs to do more to improve officer awareness of reasonable grounds to ensure they are using stop and search powers fairly.

HIOWC had already commenced training for staff on recording reasonable grounds and it is included in the operational leadership course and annual mandated police personal safety training (PPST). Scrutiny to this process is applied and will continue to be monitored and tracked through the Use of Police Powers Board under the leadership of the Assistant Chief Constable for Local Policing.

AFI 2: The constabulary needs to increase the capacity of its public and personal safety (PPST) provision.

HIOWC had established a working group to remedy this situation led by the Assistant Chief Constable for culture, standards and legitimacy. The backlog of officers has reduced significantly with front line roles being prioritised for training. Additional investment in staff and facilities is being made to achieve a sustainable solution.

Preventing and deterring crime and antisocial behaviour and reducing vulnerability

The Constabulary was graded as 'adequate' in this area.

Neighbourhood policing is central to the Constabulary's geographical operating model and one of the key force priorities. A change to the operating model since the last 2021/22 PEEL Inspection has seen a focus on geographically aligned teams and the implementation of Local Bobbies, a dedicated, named resource local to a policing area. The inspection saw innovative practice in how the Constabulary uses its wide volunteer base to support services and ensure that officers are focusing on core duties. It also noted innovative practice in supporting those in crisis through utilising trauma informed policing practices. This can gain the trust and confidence of individuals in challenging circumstances and can allow opportunities to refer to other support agencies. An area of promising

practice was the notable successes achieved in tackling shoplifting through problem solving with retailers to tackled organised crime and prolific offenders.

The inspection found that problem solving was taking place across the force however could be improved with greater consistency and improved analysis, it notes the implementation of the problem-solving hub and shared best practice but that the content at the time of inspection was limited.

The inspection found that the force is effective at tackling antisocial behaviour and violence especially and violence against women and girls and prioritises the prevention and deterrence of crime and antisocial behaviour. The Constabulary makes good use of preventative orders, showing increases in all areas since the last PEEL inspection.

The inspection found that the Constabulary had improved how it communicated with communities through Hampshire Alerts. Let's talk and its established social media platforms. These have achieved a 2-way engagement with the public with survey options for better analysis of local priorities.

AFI 3: To protect neighbourhood policing activity, the constabulary needs to reduce crime workloads of neighbourhood officers and the number diverted from their core duties.

The inspection found that neighbourhood officers (non-Local Bobbies) were abstracted from their core role to cover emergency response. Some neighbourhood staff had high case file workloads which prevented their core role being effective. This was especially prevalent in the summer of 2024 with significant stretch being felt by demand levels. The report acknowledges that the force is filling response roles to alleviate the pressure on neighbourhood teams and had an effective plan in place for summer 2025 that was based upon learning from 2024. In conjunction with this the force now has mechanisms to monitor case file workloads regularly, has reviewed the crime allocation procedure and introduced a more consistent and robust triage process, resulting in less crimes being routed to NPT. Further investment in Local Bobbies has taken place in this financial year.

Responding to the public

The Constabulary was graded as 'adequate' in this area.

The ability of HIOWC to respond to the public is critical to delivering an emergency service. The inspection noted clear and sustainable improvements in answering emergency calls and advances made in technological solutions within the Contact Management Centre to aid efficiency and effectiveness. Staff vacancies had been filled and the response rate in answering 999 and 101 calls had improved. Further work to reduce the abandonment rate of 101 is still underway. HMICFRS noted promising practice in the implementation of the victim's portal, a self-service portal for victims of crime to access information about their case and their rights.

The inspection team found that there was effective scrutiny of performance in Contact management with good oversight of call handling, with quality assurance processes in place. The inspection found that a good awareness of vulnerability existed. A structured process that assesses threat, harm, risk and vulnerability is utilised well but that repeat callers needed effective identification. Staff dealt with the public politely, giving advice on crime prevention and evidence preservation.

AFI 4: The constabulary needs to attend calls for service in line with its internal targets and update the caller if there are delays in attendance.

This area was assessed within the Victim Service Assessment; the Constabulary has internal targets for emergency response times and has internal processes and policies in place for monitoring these. When a police response is delayed, the inspection found that in some cases the Constabulary hadn't

updated the caller. Constabulary is using an automated response within its Contact Management Platform, and this will commence an upgrade in October 2025.

AFI 5: The constabulary needs to make sure there is effective supervision of deployment decisions, especially in its use of video technology

The Constabulary has implemented the use of video technology for some types of calls; this has been evaluated and reviewed to ensure that the decision-making processes are right and that all calls are appropriate. In-house quality assurance processes are in place and a process change has been implemented to allow for effective supervision.

Investigating crime

The Constabulary was graded as 'adequate' in this area.

The report found that HIOWC had made significant efforts to remedy the shortages of qualified detectives and to maintain and improve investigative standards. The direct entry detective pathway has continued as well as 'grow your own' schemes and graduate entry pathways.

An Investigation Skills and Standards programme has been implemented with the aim of upskilling staff who had not held an investigative workload in the previous operating model. This contained training provision for staff regarding investigation plans and supervisor oversight with internal testing and scrutiny in place. The Crime Knowledge Hub supports all staff who carry an investigative workload ensuring effective guidance and advice on key investigation skill areas. This is continually developing and provides a one stop shop for information.

The Constabulary's ability to investigate crimes enabled by mobile phones has improved reducing delays in the investigative process, though progress is required in the timeliness of laptop investigation.

The inspection found that in most cases the Constabulary updated victims and maximised the opportunity to achieve justice on behalf of victims but needed to do more to consider their needs. The Constabulary needs to record and in doing so better understand, why victims withdraw their support.

AFI 6: Hampshire and Isle of Wight Constabulary doesn't consistently achieve appropriate outcomes for victims

The data used for this report was from June 2024 and improvements have been made consistently since late 2023. HIOWC will always strive to improve in this area and drive for better outcomes for the public. A dedicated victim lead at Superintendent rank has been recruited and will continue to champion victims right and protections under the Victims' Code. Performance in this area has effective governance and scrutiny.

Protecting vulnerable people

The Constabulary was graded as 'good' in this area, with promising practice identified in using automated processes to reduce demand in the multi-agency safeguarding hubs, thus allowing faster efficient sharing of risk information with partners. The Constabulary was also noted for its innovative comprehensive safeguarding training delivered to staff and key partners, ensuring alignment of processes.

A further element of promising practice was the implementation of senior oversight officer role that aligns to the dedicated police perpetrator abuse investigation where allegations have been received in relation to serving staff.

The inspection found that the Constabulary understands the nature and scale of vulnerability, effective risk assessment mechanisms are in place and feedback from victims is used to enhance services for vulnerable people. The Constabulary is effective at safeguarding vulnerable people and challenging the behaviours of perpetrators.

AFI 7: The constabulary should make sure its governance of the Domestic Violence Disclosure Scheme ensures disclosure outcomes are accurately recorded on force systems.

The Domestic Violence Disclosure Scheme (DVDS) consists of two elements- 'right to ask' and 'right to know'. The 'right to ask' elements are centrally managed but 'right to know' disclosures are harder to track and monitor across Local Policing. Both components will revert to be managed by the centralised vulnerability team to address this issue.

Managing suspects and offenders

The Constabulary was graded as 'adequate' in this area. Key promising practice was noted within the internet child abuse team who work with partners to support the families affected when someone is under investigation for this type of crime.

The report noted that the Constabulary effectively manages potential risk caused by dangerous offenders but could explore more intelligence gathering opportunities. Early identification was in place and allowed for positive action to be taken to reduce risk to the public. This included a rise in the use of ancillary orders to support preventative activities.

The report noted effective investigation of people suspected of online offences linked to child sexual abuse but noted that improvements were required in the use of bail for those arrested.

AFI 8: The constabulary has improved its management of failure to appear at court arrest warrants but needs to do more to seek out and arrest those who are wanted.

The report noted a change in process for warrants which had only recently taken place at the time of the inspection, an effective method is now in place for the administering and tasking of warrants with surge activity planned for later in 2025. A working group has been established to develop sustainable improvements.

Building supporting and protecting the workforce

The Constabulary was graded as 'good' in this area with a comprehensive wellbeing offer available to staff. The inspection noted the change in operating model in 2023 and 2024 and felt that more should have been done to support staff through this transition period. The inspection noted challenges in recruiting and retaining staff but observed the improvement and ongoing efforts made by the Constabulary in both areas.

The inspection reported that the Constabulary is effective in developing first time leaders, but more was necessary to support those in acting roles. Positive action was used to support underrepresented groups and give confidence to aspire to leadership roles. Additional first- and second-line manager leadership days are planned for late 2025 and 2026 to address this and a leadership academy has been launched to support all in leadership roles.

Leadership and force management.

The Constabulary was graded as 'adequate' in this area with effective governance and tasking processes. The Constabulary has a clear expectation of leaders with collective purpose and wise and effective financial processes. This and the commitment to a digital strategy have allowed investment in digital innovation which has benefitted the force with robotic solutions.

Fleet and estate management are linked to the operating model with a new vehicle telematics system being implemented this year that will allow for fleet rationalisation and productivity.

AFI 9: Whilst the constabulary has an effective process for scrutinizing performance it needs to ensure that data is correctly used to support the process.

New performance frameworks are being developed for enabler functions. This will support the performance management review process and enable greater oversight of data held by other force systems. New and improved systems for BWV, accident management, duties management, recruitment and people case management are all to be developed and delivered in the period before the next inspection.

AFI 10: The constabulary needs to improve the functionality of its operating model to better manage demand.

The constabulary has already introduced a stronger assessment regime within the triage hub, assessing with more consistency, whether a reasonable line of enquiry exists. Scheduling has successfully assisted the force in managing the grade 3 demand. Further work will take place over the next six months to explore opportunities to evolve this service and provide a rapid video response service for suitable grade 2 calls. The force will also assess whether some investigations can be dealt with by a desk-based investigation team. The Constabulary has established 'Operation Elevate' to boost recruitment and retention of staff across all force areas. A new head of recruiting is being on boarded with a designated budget for marketing and advertising.

Summary

The Constabulary was pleased to see recognition of the benefits of changing to the geographic model quickly but acknowledges there is further work to do consolidate the changes. The decision to implement the change at pace was a deliberate strategy, designed to deliver improved services to the public and the communities of Hampshire and IOW quicker. The increase in outcomes, the improvement in the call handling service and the findings in this report validate that decision. The force will continue to build on the work delivered to date and are grateful for the scrutiny and advice offered by HMICFRS. Their report will inform the programme for continuous improvement.

The next PEEL inspection will be commencing in April 2027

Sam De Reya
Deputy Chief Constable, Hampshire and Isle of Wight

Recommendations:

No recommendations were made in this report, 10 areas for improvement were identified.