

# Force Management Statement

Summary May 2021



**HAMPSHIRE**  
CONSTABULARY

# Overview.

This overview highlights some of the most important points from Hampshire Constabulary's 2021 Force Management Statement. It shows how the different teams and departments are working to a shared vision.

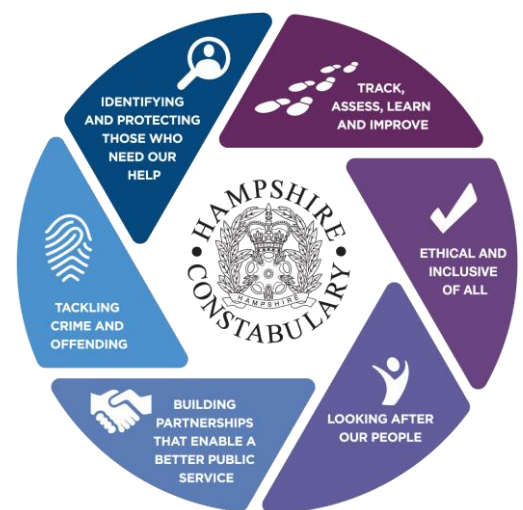
## The force area.

Hampshire Constabulary serves approximately two million people. At 1,602 square miles, it is one of the largest police areas in England and Wales. The contrast between large swathes of countryside and the growing cities of Portsmouth and Southampton means that the area is neither rural nor urban but, instead, a mix of both. As well as four Universities, during summer months the population swells with tourists bringing yet more complexity to the job of keeping the public safe. The county is also home to critical national infrastructure including major ports, airports and oil refineries.

## Clear direction and purpose.

Hampshire Constabulary has six clear Areas of Focus. These are shown (right). Staff surveying shows that recognition of these has grown each year since 2017. The Areas of Focus were updated in 2020 to include a clear statement on the importance of being Ethical and Inclusive of All.

The force recognises public sentiment and confidence as important measures. In 2020/21 a new Legitimacy Board, ethics strategy and Ethics Board were launched. A key aim is to create new forums for discussion, to empower staff at all levels to have challenging conversations, to be clear about Standards of Behaviour and to set the leadership tone for the organisation. As part of this, a new Ethics Committee with an independent Chair is in place.



## Problem solving & partnership.

One of the force's Six Areas of Focus is building better partnerships. Evidence of this is seen throughout the FMS, notably in Section 6, and how the force identifies and protects vulnerable people. Local policing is at the heart of the force's plans with problem solving with partners and in communities a key part of reducing crime and offending.

Hampshire Constabulary differs from many other police forces by embedding its public protection teams (those who identify and protect the most vulnerable in society and manage the highest risk offenders) within local policing. Having this link between those who know their communities inside out and these specialist functions is important.

Co-location with the fire service and councils is well-established, and almost 2,000 of the force's officers and staff work in teams that are collaborated with Thames Valley Police. The Joint Operations Unit (JOU) remains the largest non-metropolitan joint specialist unit in the UK. The forces' ICT and Information Management teams are collaborated and the forces share an ambitious digital vision. New buildings, including state of the art Police Investigation Centres in Portsmouth and Basingstoke, investment in custody facilities on the Isle of Wight and a new response base on a site now shared with the military, mean that the force estate is ever improving to meet staff and officer needs. The integration of back office HR and finance systems with the local fire service and council is now established. The delivery of the forces' new Contact Management Platform and aggressive roll out of mobile devices will provide a further platform for working together at a time when other forces are drifting apart.

## **A digital present and future.**

The Constabulary's Digital Strategy seeks to use technology and data to improve both user experience and operational performance. The force has a clear set of digital principles that define the approach, supported by a roadmap, budget and organisational structure. One of the most exciting elements is the upskilling of the workforce. Digital skill set analysis (DSSA) for all front line roles is in place and provides an accurate picture of the digital skills needed for each person based on their role, be it existing staff, new recruit, specialist post or transferee. This applies to both officers and staff. The force has also invested in a 'digital archway'. This ensures that digital skills are assessed and that relevant training is provided. Together with investments such as Body Worn Video, Digital Evidence Management, Pronto, the now fully operational Contact Management Platform and App, criminal justice innovation (the CPS Two-Way Interface (TWIF), NICE Investigate and the Common Platform), online crime reporting and an evolving use of Robotic Process Automation, this investment in skills is a key part of ensuring the force remains efficient and fit for purpose now and into the future.

## **A focus on high harm offences.**

The force recognises that certain crime types have a far greater impact on victims and the wider community than others. Understanding this helps the force to prioritise its activity in preventing and responding to crime. As a force with one of the lowest comparative budgets in the country, this prioritisation is crucial. The national officer uplift and the support of local people for increases in local council tax funding mean that more officers are now beginning to complete their training and serve our communities. As this number grows, so will our ability to respond to more crime including an improved response to volume crime. The Constabulary welcomes this opportunity, as despite being consistently one of the most productive forces in the country the lack of resources has not enabled our hard working officers and staff to respond to or investigate as many crimes as we would want.

The current reality is that not all reports of crime can result in a deployment of an officer, and neither is this appropriate nor in line with what the public wants. Increasing take up of online services are, in the right circumstances and for the right crimes, evidence of

this. To prioritise what does and doesn't get deployed to, the force uses THOR (a Threat, Risk, Opportunity and Harm model) to help it make the most difficult decisions. High harm offences are prioritised and many of these are 'hidden' from society. The force strategy, including the increased use of social media by local policing teams, aims to do more to explain what we are responding to, the seriousness and volume of crimes such as child abuse and domestic abuse, and how we are investing in our Response to Serious and Organised Crime, Drug Related Harm and County Lines. Tackling any disconnect between public perception of where policing should direct finite resources and where these resources are best used to reduce harm in our communities is important. More needs to be done to explain this to the public and build confidence and the force welcomes the arrival of Donna Jones, Hampshire's new Police and Crime Commissioner, in this respect.

High harm offences that the force prioritises include rape and serious sexual offences, with a dedicated victim response and investigation team called Amberstone, strong partnerships with third sector groups who work with victims in this area, and effective commissioning being crucial to the force response. Outcomes for rape and serious sexual offences are improving but the Wessex CPS region (of which Hampshire is part) has a lower than average rate of cases being brought to court. Concerns have been raised that this could potentially damage public confidence and the force is working with CPS and the courts to continue the improvement.

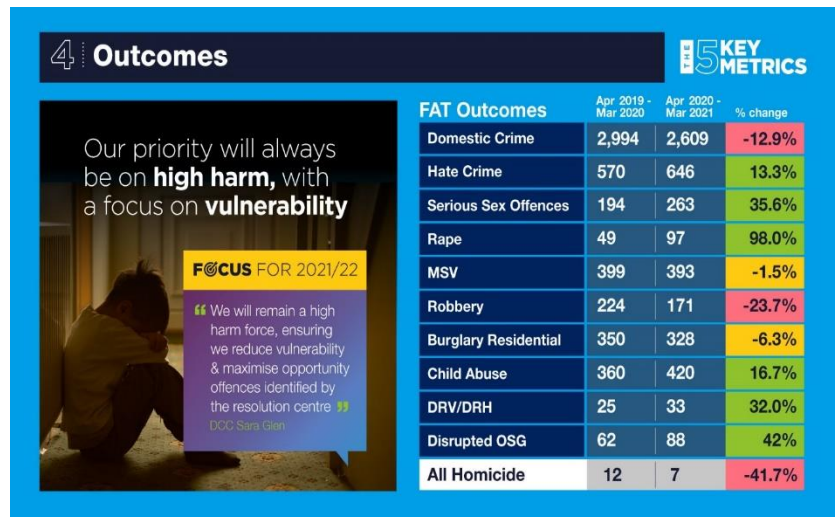
## Performance overview.

There is a clear link between the force's Purpose and Six Areas of Focus and how the force tracks and drives performance. This from force level communication through to individual PDRs. There is also an established understanding among leaders that by looking after our people we enable them to deliver their best for the public. The force's wellbeing offer is second to none, resulting in declining sickness and staff feeling better supported. Hampshire Constabulary is one of twelve forces to be independently graded as "GOOD" across all eleven HMICFRS assessment areas.

**Crime** - The chart (right) shows the commission rate for a number of crime types in Hampshire. The reduction is notable across many high harm offences where the force has a clear focus. COVID-19 has undoubtedly had an impact on these figures. The likely increase in abuse in the home, including domestic abuse, is an area that the Constabulary identified and responded to early in the pandemic. This is an area the force is focused on in 2021/22.



**Outcomes** – The chart (right) shows that despite a decline in crimes, outcome rates for the majority of the high harm offences that the force prioritises increased in the year to March 2021. Domestic crime is an exception, and is a focus for the force in the year ahead. Overall outcomes were down for the year by more than 2,500. There is a COVID-19 factor, but the force is now also benefitting from increased numbers of officers starting to have Independent Patrol Status.



Improving outcomes is a key focus for 2021/22. In order to implement improvement and sustainable change in FAT outcome performance across all Commands, a cross Command Outcomes Forum was established in March 2021. The forum involves all key senior stakeholders and tracks a number of work streams, which have been identified in support of improving performance and tackling offending in an ethical and proportionate manner.

Public confidence, victim satisfaction and Crime Data Integrity (CDI) are all crucial measures of how the force is performing. These are areas where plans are in place to ensure the best possible service to the public is delivered.

**Commission Rate data tables.**

Apr 20 - Mar 21 Total Crime	Previous YTD	Current YTD	Change	% Change
<b>Crimes</b>	160,303	140,523	-19,780	-12.3%

Commission Rates	Apr 19 to Mar 20	Apr 20 to Mar 21	% change
<b>Domestic Crime</b>	24,078	25,742	6.9%
<b>Hate Crime</b>	2,995	3,529	17.8%
<b>Serious Sex Offences</b>	4,476	4,268	-4.6%
<b>Rape</b>	2,158	2,060	-4.5%
<b>MSV</b>	1,429	1,187	-16.9%
<b>Robbery</b>	1,563	1,194	-23.6%
<b>Burglary Residential</b>	7,519	5,714	-24.0%
<b>Child Abuse</b>	2,987	2,987	0.0%
<b>DRV/DRH</b>	239	198	-17.2%
<b>KSI</b>	868	660	-23.9%
<b>Homicide</b>	19	11	-42.1%

**Outcomes data table.**

Fat Outcomes	Apr 19 to Mar 20	Apr 20 to Mar 21	% change
Domestic Crime	2,994	2,609	-12.9%
Hate Crime	570	646	13.3%
Serious Sex Offences	194	263	35.6%
Rape	49	97	98.0%
MSV	399	393	-1.5%
Robbery	224	171	-23.7%
Burglary Residential	350	328	-6.3%
Child Abuse	360	420	16.7%
DRV/DRH	25	33	32.0%
Disrupted OSG	62	88	42.0%
All Homicide	12	7	-41.7%

## Officer Uplift – the challenge of landing the new officers and staff.

The force has worked quickly to map the anticipated demand created by the officer uplift since July 2019 and plan accordingly. A total of 531 officers were recruited in Year 1 of Uplift (to March 2021), despite the challenges of COVID-19. This is one of the highest numbers compared to current officer numbers of any force. Frontloading some of the uplift requirement from Year 2, means that these officers will be able to complete training and gain Independent Patrol Status earlier which will bring benefits sooner for the public. As a result of this success, for the first time in many years the force strength in terms of police officers is at or above establishment. By the end of Uplift, more than 1,100 new officers will have trained under the new Police Education Qualifications Framework (PEQF). These new officers will represent a third of the police officer workforce, changing the experience and age profile of the force. COVID-19 has fundamentally altered the demand profile of training across the business with a significant shift towards digital upskilling and online/ virtual delivery.

The resourcing function has performed more efficiently because all essential parts (Positive Action, Communications and Attraction, Recruitment, Occupational Health, Vetting and Biometrics, Learning and Development and the local command links from within policing) have been better aligned. To maintain this level of efficiency and confidence in the recruitment pipelines post the uplift project, the force is already moving to build good practice into our 'normal' ways of working.

The force has benefitted from a greater confidence to plan ahead, supported by the Government's commitment to a three-year Uplift plan. This has enabled the force to understand far better what its financial position will be in future years and to have the confidence to invest in key infrastructure, partnership and technology. Efficiency planning has remained a priority but given the significant percentage of the budget wrapped up in people costs, this has in previous years resulted in the force being responsible by maintaining a gap between officer and staff strength and establishment to ensure any immediate and unforeseen budget reductions were possible to manage. It is the view of Hampshire Constabulary that having greater budget certainty over periods of time (as with the three-year uplift commitment) in future would enable forces to plan better and result in a better service to the public. There is precedent for this in other sectors.

## External influences.

Between 2020 and 2026 Hampshire's population is forecast to increase by 6% (in line with dwellings). This compares to 2% in the previous five year period. Significant population increases in Winchester (9%), Rushmoor (9%) and Eastleigh (8%) will drive up incident demand and change the demographic and crime/incident profile of these districts. Older (65+) and younger (12-17) generations are forecast to increase at a greater rate than the overall population (by 13% and 16% respectively) which is likely to increase demand in areas such as fraud, missing persons, and Child Sexual Exploitation (CSE).

Greater economic and societal divides are anticipated which, unaddressed, could lead to greater fragmentation within communities and a related increase in vulnerability and the volume of crimes/incidents associated with poverty and immediate financial gain. Changes to social and workplace geography will alter lifestyle choices and use of public space which are expected to drive changes in demand trends. The changing use of transport, an increase in 'agile-working', and a shift in spending and social habits (to online and at home) have the potential to change the use and demographic of city centres and wider counties. This may result in an increase in abuse in the home, a reduction in Night Time Economy (NTE)-related crime and the dispersal of demand from city centres. High demand periods, high-harm hotspots and incident types could also change. Business policies and procedures across the force (including in contact management, response teams and prevention) will need to align with these demographic changes in order to maintain the efficiency, effectiveness of the force.

## How the force is preparing for the future.

The force continues to invest heavily in the future infrastructure that will provide officers and staff with the technology, kit, skills, work environment, support and information they need to serve the public – both today and in the years to come. Funding this has been enabled by sound financial planning, support from the Police and Crime Commissioner, and a clear strategy for using reserves to invest in the future. The force is still feeling the impact of COVID-19 and this is likely to remain for some time but the situation has enabled the force to consider the best use of estate and to maximise the opportunities for remote or agile working practices, whilst ensuring that service delivery for the public remains paramount in that thinking. Op Accessible is the force's approach to the challenge. The mental health impact of people working remotely and for managers engaging teams is, as with many other sectors, not yet fully understood.

Demand is referred to throughout this Force Management Statement. A clear understanding of current demand exists through the force Intelligence and Tasking Directorate, which has a proven track record of allocating resource based on his understanding with strong governance through the force's Strategic and Tactical Resource Management Boards. In a number of areas, the force is able to project forwards its longer term demand. In others this is something the force is actively addressing. In 2020 Hampshire Constabulary created a new Corporate Insights team. This sits at the heart of planning and decision making for the future. A long-term forecasting tool is being introduced. Whilst early in its development, it is designed to map and assess the

impact of organisational, societal and population changes on demand for the force – and what that might mean for our workforce, operating model and skills requirement. This is an exciting development and something that the force will develop over the coming years.