A PLAN TO KEEP US SAFER

2016-2021
One thing is clear - safety matters to everyone. Most of us are fortunate to live in a safe place with freedom to realise our potential. We must protect this priceless gift together and seek to extend it to those whose circumstances are less fortunate.

I believe, and will never forget, that making you safer is best delivered from the foundation of community. My plan will always start locally with you, your family, your neighbours and your wider community connections.

This is my first Police and Crime Plan to keep us safer, informed by you and your contributions.

Since my election, and during campaigning earlier this year, I have listened to thousands of people from our community, in business, and specialist partners, including the Chief Constable and her team, who deliver operational policing. Be in no doubt that you have been heard and that I will continue to listen throughout my time as your Commissioner.

In seeking to keep us safer, I recognise that there are risks. The global and national scene is uncertain, the nature of crime is changing, criminals are adapting, and the policing response required to tackle this needs to evolve. I understand the importance of championing our interests locally and at a regional and national level, and will not shy away from this.

Although funding continues to be under enormous pressure, I will ensure that effectiveness is not compromised in pursuit of efficiency. I will empower the necessary change to keep us effective in defeating those who wish us harm, a key part of which is delivering appropriate local and neighbourhood policing.
I will always seek to mitigate the risks of a significant and essential change programme and stretched budgets. But we need to find the capacity to be ambitious in our plans, so as to be fit to meet future uncertainties and opportunities.

I recognise that further reductions in crime and disorder, including anti-social behaviour, will not be easy, and I know that the Police alone cannot cut crime. Collaboration is fundamental to ensure that, together with partners and stakeholders, we reduce offending and keep support to victims at the centre of our efforts to create a safer community.

This plan sets out the key strategic priorities and goals for the next four years and alongside my delivery plan, it represents my commitment to you.

I relish these challenges and the opportunity to serve as your Police and Crime Commissioner, working to deliver my mission: you, your family, and your community safer.

Michael Lane
Police and Crime Commissioner
MY PROMISE TO YOU, EACH OF YOU...

YOU
YOUR FAMILY
YOUR COMMUNITY
SAFER
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**MY VISION**

“My Vision is that Hampshire, the Isle of Wight, Portsmouth and Southampton are amongst the safest places to live, work and visit, and that people are empowered to realise their life opportunities.”

**MY PRIORITIES AND MISSION**

**My First and Overarching Concern is To:**

Stand up for every resident: being visible, accessible and accountable to the people I represent, ensuring their concerns are heard and are addressed.

**In order to achieve this, I will:**

- **Champion Community Needs**
  Support victims and those affected by crime and disorder

- **Strengthen Partnerships**
  To work together to reduce crime, promote public safety and create vibrant and inclusive communities

- **Reduce Offending**
  Develop services that tackle the root causes of offending and, with partners, make early interventions to prevent offending

- **Enable Effective and Efficient Operational Policing**
  Which meets the needs of the people it serves, by empowering the Chief Constable
Around 1.9 million people mainly live in the urban centres and towns across Hampshire, Portsmouth, Southampton and the Isle of Wight.

The population is increased by university students and the large numbers who visit, socialise, or travel through the area each year. The transport infrastructure includes motorways, major rail stations, airports and major sea ports.

Whilst the majority of the population live in urban areas (in fact Portsmouth is the most densely populated city in England outside of London), there is a large rural area. Although there are some areas of deprivation, Hampshire has areas of marked affluence. This combination provides unique policing challenges.

There are significant military facilities and installations across Hampshire and in bordering policing areas. These include the Army Headquarters in Andover, RAF in Odiham, and the Naval port and other facilities in Portsmouth.

“The mix of rural and urban areas provides unique policing challenges.”
When taking my Oath of Office as your Police and Crime Commissioner, I made a vow:

TO SERVE ALL THE PEOPLE OF OUR COMMUNITY

- As the Commissioner for: Hampshire and all its districts and boroughs The Isle of Wight Portsmouth Southampton
- Whichever constituency, of the 19 in our area
- Whatever your faith, gender, ethnicity, sexual orientation
- Whether old or young – and everything in between
- Whether able-bodied or disabled
- Whether you are vulnerable, afraid, disadvantaged, or
- Whether pursuing your lives, successfully engaged in making your contributions within our community for your family, community and the economic life of our area

TO LISTEN TO ALL YOUR VOICES:

- And respond through my Plan, through the allocation of the budget and through all my actions - determined to deliver on my mission
ACCOUNTABILITY
AND SCRUTINY

FIRST AND FOREMOST YOU, THE PEOPLE, HOLD ME TO ACCOUNT

I work for you, all of you, and your communities and that is my highest priority everyday as your Police and Crime Commissioner. It is you that will most importantly support me in my achievements and hold me to account if I do not deliver on my mission to make you, your family, your community safer.

IN TURN, I HOLD THE CHIEF CONSTABLE TO ACCOUNT

One of the key functions of my role as Police and Crime Commissioner is to hold the Chief Constable to account for the delivery of policing having regard to my Police and Crime Plan. I will do this through the following meetings:

<table>
<thead>
<tr>
<th>Progress Scrutiny and Challenge</th>
<th>Formal meetings</th>
<th>Scrutiny of Hampshire Constabulary’s delivery against the Police and Crime Plan</th>
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<tbody>
<tr>
<td>COMPASS</td>
<td>Commissioner's Performance, Accountability and Scrutiny Strategy (COMPASS)</td>
<td>Open, public roundtable meetings in different parts of the policing area each time</td>
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<tr>
<td>1 to 1 Scrutiny and Challenge</td>
<td>Police and Crime Commissioner and Chief Constable</td>
<td>Closed sessions</td>
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<tr>
<td>Written Challenge and Formal Response</td>
<td>Both will be published</td>
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I will draw on the expertise of partners such as the Government, local authorities and MPs, Her Majesty’s Inspectorate of Constabulary (HMIC), the College of Policing and National Police Chiefs Council, also through mechanisms such as internal and external audit, and appropriate management of risk.

POLICE AND CRIME PANEL, SUPPORT AND SCRUTINISE ME AS PCC

The Police and Crime Panel has a statutory role in supporting and scrutinising my performance and delivery by:

- Reviewing, and making a report and recommendations upon, the draft Police and Crime Plan and Annual Report
- Reviewing and scrutinising decisions made and actions taken in the exercise of my functions
- Reviewing proposed Council Tax precept levels
- Handling any complaints about conduct against the PCC or Deputy PCC (if appointed)
- Reviewing and reporting on proposed senior appointments including that of Chief Constable

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<tr>
<th>Meetings</th>
<th>Scrutiny of any emerging concerns</th>
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<td>Progress published</td>
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<td>In different parts of the policing area each time</td>
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<td></td>
<td>Responding to concerns of local community</td>
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<td></td>
<td>Summary of meeting published once a month</td>
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YOU HAVE TOLD ME

My Police and Crime Plan has been produced in consultation with you. I promised to listen to the community and respond to what you told me. Building on the wide consultation I undertook during my election campaign, I also carried out a public survey, and invited feedback on my draft priorities and pledges from a wide range of stakeholders.

MY SURVEY PRECEDING THIS PLAN ADDED NEARLY 3,000 RESPONSES PROVIDING EVIDENCE OF HOW IMPORTANT POLICING IS TO YOU.
WHAT I HAVE HEARD IS:

1.) PUBLIC SAFETY MATTERS TO EVERYONE

You want to be safe and feel safe

2.) YOU VALUE AND WANT VISIBLE LOCAL POLICING

Protecting local and neighbourhood policing is one of my highest priorities

3.) YOU WANT LESS CRIME AND OFFENDING

Prevention and protection matters to you, as well as pursuing and prosecuting

4.) YOU WANT THOSE WHO SERVE AND SUPPORT YOU TO WORK TOGETHER

You want your Police and Crime Commissioner to be influential in ensuring your public services work together to deliver better overall outcomes for you, your family and community

5.) MANY OF YOUR CONCERNS ARE NOT ABOUT POLICING

You want your Police and Crime Commissioner to help make a difference to these wider concerns

All of these issues are acknowledged by the priorities within this strategic plan. In particular, these are examples of what will be included, in detail, in my supporting Delivery Plan.
CREATING MY PLAN

Building the strategy.

COMMUNITY

My plan starts with the community. The first action is community and it is from the community that my mandate is given.

SAFER

The one test that applies to everything and my mission.

PILLARS

These four key strategic priorities of the Plan have equal status and will define all that I do over the coming years.

- Championing community needs
- Partnerships
- Enabling operationally effective policing
- Reduced offending

DELIVERY

The Delivery Plan sets out the detailed approach to delivering the individual components, outcomes and benefits.
My proposals are deliberately broadly framed, designed to provide consistent strategic direction over the next five years. This will be supported by detailed delivery planning updated annually in the light of emerging opportunities, risks and priorities, and to reflect successes and projects delivered.

The four strategic pillars of this plan support the overarching mission “you, your family and your community safer” and also the responsibility I hold from my electoral mandate ‘to stand up for every resident, being visible, accessible and accountable to the people I represent, ensuring their comments are heard and addressed.’
PILLAR – CHAMPIONING COMMUNITY NEEDS

Support victims and those affected by crime and disorder.

I want to hear all the voices from the communities I represent. I will continue to host a Youth Commission to consult directly with young people in creative and engaging ways, but will no less seek the views of the older generations as to their needs. To inform my ongoing delivery as well as that of partners, I will commission a regular survey with residents to understand how crime affects them at a very local level.

You, the public, have told me that anti-social behaviour, theft, and road safety are the things that worry you the most. These will rightly therefore feature prominently within my Delivery Plan, and I will seek to protect the measures that already exist to keep you safe from these issues, as well as exploring innovations to tackle them.

Supporting victims and those affected by crime and disorder has rightly been prioritised by the police service and others over the last few years, and championed by government through the establishment of the Code of Practice for Victims of Crime (October 2015). I believe we can go further to embed this approach.

I will champion the voice of victims by listening to their feedback. I will actively create opportunities for victims of crime to tell me about their experiences of the criminal justice system, and use this to make informed decisions about the services I commission.

I will ensure that appropriate services are in place to protect and support victims of crime, through the Victim Care Service, but also through the provision of specialist support for victims of domestic and sexual abuse. I expect the Chief Constable to proactively identify the most vulnerable to crime and I will endeavour to support these people through the commissioning of services.

You have understandably told me, lots of you, of the importance of supporting victims and the vulnerable.

PILLAR – PARTNERSHIPS

Strengthen partnerships to work together to reduce crime, promote public safety and create vibrant, inclusive communities.

Reducing crime and promoting public safety cannot be delivered by the Police alone. We all have an important role to play, and I will strengthen partnerships to ensure that we achieve this in an increasingly effective and efficient way.

We start from a good position. We have existing collaborative arrangements with Thames Valley Police, including a shared Joint Operations Unit and ICT structure. We have a strong collaboration with Hampshire Fire and Rescue Service including a shared headquarters. We have shared ‘back office’ functions with Hampshire County Council. We have well established networks including Community Safety Partnerships, leaders, subject matter experts, volunteers, businesses and many other colleagues and members of the community, who are committed to working with me to create vibrant, inclusive communities. I commit to being a partner of value in these arrangements, offering support and challenge, whilst driving reform and ensuring we remain accountable to you, the public.

My Delivery Plan will set out how I will work in partnership and the specific issues that we will seek to address. It will rightfully prioritise issues such as hate crime, which is something we all have a responsibility to challenge and overcome, and also the importance of meaningful and timely
information sharing to offer better outcomes for victims and vulnerable individuals.

You have told me that rural crime and business crime are important to you, because the effects of these can be devastating. These are issues I expect Hampshire Constabulary to be appropriately engaged with others to tackle, and will be detailed in my Delivery Plan.

**PILLAR – OPERATIONALLY EFFECTIVE POLICING**

**Enable effective and efficient operational policing which meets the needs of the people it serves, by empowering the Chief Constable.**

Enabling effective and efficient operational policing is an essential part of my role as PCC, and I will prioritise this to ensure Hampshire Constabulary meets your needs. I will empower the Chief Constable to achieve this by providing a balanced budget, whilst fighting for fairer funding for our community from the national funding formula that accounts for two-thirds of the total budget.

I will support Hampshire Constabulary to make sure it has the tools it needs to deliver effectively and efficiently. For example, as PCC I have a team that delivers the estate strategy which strives to support a policing model that serves you. My Police and Crime Plan will provide you with a locally visible policing presence, supported by our excellent collaborative arrangements with partners, whilst also making sure that police officers can respond quickly when you most need them. I will support Hampshire Constabulary officers, staff and volunteers by providing modern work spaces that facilitate their work and support their well-being.

Importantly, I will not lose sight of your views and experiences of Hampshire Constabulary and will champion these at every turn. I will consult in a variety of ways, with both the public and partners, and will make sure that Hampshire Constabulary listens and responds to your concerns and priorities.

**PILLAR – REDUCED OFFENDING**

**Develop services that tackle the root causes of offending and, with partners, make early interventions to prevent offending.**

Crime cannot be cut without reducing offending and I will lead the way in developing services that tackle the root causes of offending. Hampshire is already one of the first forces in the country to develop integrated offender management hubs, which bring together a range of services to identify and help address offender needs, such as housing, substance misuse and mental health. Not only does this cut crime, it does so at a reduced cost to the tax payer; partners will be key to sustaining this important work.

I will work with the Chief Constable and other partners to make appropriate early intervention to prevent offending, but also the escalation of offending. My commissioning strategy will set out the detail of those services I will provide, including funds available to youth diversion programmes and perpetrator programmes.

Of course there are a minority for whom offending is an entrenched way of life and who wish to cause us harm. I expect the Chief Constable to proactively pursue such people, and I will work with other criminal justice partners to ensure that serious and prolific offenders are pursued swiftly and brought to justice effectively. You have told me the importance of this pillar in your responses to my survey and from comments by stakeholders.
DELIVERING THE POLICE & CRIME PLAN

My Police and Crime Plan provides the strategic approach that I will take as Police and Crime Commissioner. The Delivery Plan flows from this strategic plan.

It sets out the detailed approach to delivering the Police and Crime Plan including the intended delivery outcomes and the measurements used to assess them. The Delivery Plan will determine how the budget is allocated, and the decisions that I will take, as summarised in the diagram (top right).
I will publish progress against my Delivery Plan on a regular basis on my website. And I will also publish supplementary information where appropriate, including, but not limited to, an annual report.

Progress in relation to the actions and intended outcomes in the Delivery Plan will be published on a quarterly basis through the reports that I will present to the Police and Crime Panel. These reports will include a summary of the steps that I have taken to hold the Chief Constable to account for the delivery of policing in a way that meets community needs and supports my Police and Crime Plan priorities.
As your PCC, I have a statutory responsibility to secure effective and efficient policing for our area. Whilst operational policing is delivered by the Chief Constable independently, it is right that I take account of the threat that criminals pose to us in determining my strategic plan.

Hampshire Constabulary, like every police force, produces an annual strategic assessment to provide a comprehensive picture of the risks and threats affecting the area, based on current intelligence.

It identifies opportunities for a better understanding of key threats and the underlying influences and drivers which impact across the Hampshire Constabulary Policing Area.

As a result of the 2016/17 Strategic Assessment, Hampshire Constabulary has identified the priorities, set out within their Control Strategy (over the page).
The nature of crime has changed more in the last decade than in the previous century. People who in the past preyed on vulnerable people in their homes or on our streets are now committing offences online from the privacy of their homes, and they don’t need to be in Hampshire to do it.

By contrast, crimes that have in the past stayed private are now becoming public with survivors and victims of child abuse, domestic abuse, and sexual offences, for example, having greater confidence to come forward. That more victims now have a voice is very positive. It is important that Hampshire Constabulary continue to be proactive in identifying offenders and the vulnerable people who suffer from these most horrific crimes. In the past, much of this demand was hidden and justice was not served.

I will look to the Chief Constable to ensure that plans for operational policing are reflective of my strategic plan and priorities, and hold her to account in this regard.

As your Police and Crime Commissioner I will make these difficult decisions on the basis of evidence, and I will do this in a transparent way so that I can be held to account for my decisions.
WHO’S IN CHARGE OF POLICING?

PUBLIC

• Elect the Police and Crime Commissioner and hold him to account for the police service they receive
• Pay taxes – part of their taxes go to the Home Office to pay, among other things, for policing in England and Wales
• The council tax police precept is raised by the PCC to help pay for local policing services

GOVERNMENT

• Sets national policing priorities, known as the Strategic Policing Requirement (i.e. counter terrorism, mutual aid)
• Sets legislation that governs policing
• Allocates funds to PCCs in England and Wales

POLICE & CRIME PANEL

• Supports and scrutinises the Commissioner
• Reviews proposed appointments of certain senior positions
• Reviews the PCC’s proposed precept

HMIC

• Monitor and report on forces and policing activity to encourage improvement
• Provide advice to the Force
• Make information on police performance accessible
• Carry out Force inspections and publish findings

HAMPshire CONSTABULARY

• Led by the Chief Constable Olivia Pinkney
• Deliver operational policing
• Protect the public
• Prevent crime and anti-social behaviour
• Investigate crime
• Help victims of crime
• Operate in line with the Code of Ethics
POLICE AND CRIME COMMISSIONER, MICHAEL LANE

- Has been elected by the public and is accountable to them for the performance of the Force
- Provides the link between the police and communities
- Translates the legitimate demands of the public into action
- Sets the strategy for policing and crime and disorder reduction outlined in the Police and Crime Plan
- Maintains an effective and efficient Force
- Sets the budget and council tax precept
- Owns all police assets (i.e. buildings, equipment and vehicles)
- Hires and (if necessary) fires the Chief Constable
- Sets measures, and holds the Chief Constable to account for performance of the Force
- Commissions a range of services to deliver his Police and Crime Plan - services for victims and witnesses, initiatives to reduce offending and improve criminal justice
- Contributes to national and local consultations & policy debates on matters relevant to policing and crime

CHIEF CONSTABLE

- Leads the officers and staff of Hampshire Constabulary
- Accountable to the Commissioner for the performance of the Force
- Advises PCC on strategy and budget to meet current threats and risk
- Directs and controls the Force
- Responsible for the operational delivery of policing
- Has operational independence and complete discretion as to who, or what, should be investigated
- Explains to the public the operational actions of officers and staff
- Responsible for the Force’s Purpose and Areas of Focus
- Is politically independent
Increasingly, national threats from those who wish us harm drive a need not just for a local response but for regional and national responses.

The national threats currently identified by the Home Secretary in the Strategic Policing Requirement are:

- Terrorism
- Organised crime
- Public disorder
- Civil emergencies
- Cyber threats
- Child sexual exploitation

Keeping you safe requires us to be engaged. Throughout my Police and Crime Plan, and in setting the budget for Hampshire Constabulary, I have been mindful of the necessity for Hampshire to play its part. My plan ensures that Hampshire Constabulary can contribute to the national and regional effort to tackle these threats.
PARTNERSHIP AND COMMISSIONING

Partnership is a fundamental pillar of all that we do. My ambition through commissioning is to prevent offending and support victims, enabling everyone to realise their life potential without being drawn into the criminal justice system.

PARTNERSHIP

I will work in partnership to deliver the best outcomes, drawing on local intelligence and a sound evidence base. I will enhance existing partnerships and build new ones to best meet the needs of victims and offenders. For example, I will engage with prisons when working with offenders, and I will support community projects delivered by the voluntary and community sector to deter offending, including amongst young people.

COMMISSIONING

The delivery of my Police and Crime Plan is supported by a Commissioning Plan, and within my Police and Crime Commissioner budget for 2016/17 I have set aside £1.9 million in the Community Safety Fund to commission work to help deliver my Police and Crime Plan priorities. To this end I will secure the provision of services that promote crime reduction and support victims and witnesses, further to my powers in this regard (S.143 Anti-social Behaviour, Crime and Policing Act 2014). I will empower partners and potential partners through regular opportunities to bid for grant funding for projects and contracts. Greater detail about the arrangements for this, the criteria and conditions that will apply in specific cases, will be provided through my Commissioning Plan and in the interests of transparency, this will be published on my website.

My core budget is valuably enhanced with Ministry of Justice funding to provide victim support services, including restorative justice services. In 2016/17, this funding is of £2.3 million.
PARTNERSHIPS AND ESTATES

I will provide a professional and expert service to manage my estate ensuring that the facilities provided are modern, fit for purpose, effective in their operation and efficient in their support of operational policing. I wish to provide appropriate and professional, modern, high quality work spaces for my constabulary.

It is my ambition that the estate should offer best value for money for the investments being made from my budget. I will seek opportunities to ensure that the money I invest will enable the very best solutions that are flexible enough to support the current and future policing models.

I will ensure that those elements of my estate that support the specialist nature of the works undertaken by our Police teams will be provided in suitable locations so that each and every community will gain benefit from them which will contribute to making us all safer.

Through my Police and Crime Plan and my pledge to ensure policing is both visible and accessible the Estate Strategy will place an emphasis on innovative solutions and a greater integration with partners to provide services with and alongside them.

I will continue to build on the successful partnership we have with Hampshire Fire and Rescue Service to further develop combined Police, Fire and Ambulance centres in our communities maintaining not only operationally effective bases to work from but also providing a locally visible policing presence.
In times of austerity, funding will remain firmly at the centre and as a driver for everything to make us safer. I am committed to being part of the national debate and focussing attention on getting this right.

The amount of Government funding provided to each police force is determined by a funding formula. This formula is not yet fair and I will fight to make sure that it reflects a fairer distribution for my area, which is currently disadvantaged by the existing formula.

I am pleased that the Minister of State for Policing and the Fire Service, Brandon Lewis MP, has this firmly on his agenda.
At no point in the period covered by this Police and Crime Plan, do I expect resources to be anything other than stretched. Budget constraints, coupled with essential change, will make delivery of my Police and Crime Plan a challenge throughout.

It will be essential to prioritise resources to meet the highest needs and for this Police and Crime Plan to deliver your priorities through its supporting budget. I will strive to ensure you receive absolute value for money in the policing service you receive and from commissioning services. But I will make sure that effectiveness is not compromised in the pursuit of efficiency.

The 2016/17 budget for the Police and Crime Commissioner and Hampshire Constabulary is £305 million. This money principally comes from two sources: central government grant and council tax. In Hampshire, 65% of police funding comes through government grants, with the remaining 35% coming from the Council Tax precept, which I set locally.

The amount of government funding provided to each police force is determined by a funding formula.

This formula is not yet fair, and I will fight to make sure it is fairer for all nationally and that this reflects a fairer distribution for my area, which is currently disadvantaged by the existing formula.

Financial Governance

My financial decisions are scrutinised by the Police and Crime Panel, who also in certain circumstances have the ability to veto the council tax precept. Additional financial governance is provided by:

- **Internal Audit**, which ensures that effective internal controls are in place (provided by the Southern Internal Audit Partnership).

- **External Audit**, provided by Ernst & Young, who ensure that my accounts are prepared in accordance with the relevant regulations, and that they are satisfied that financial systems and internal controls are effective and that the Police Fund is managed so as to secure value for money.
Joint Audit Committee which covers both my responsibilities and those of the Chief Constable. The Committee’s members are all independent appointments. They support the Chief Constable and me in ensuring that effective governance and risk management arrangements are in place and functioning effectively and efficiently, scrutinise the draft statement of accounts, consider whether appropriate accounting policies have been followed, and make recommendations for improvements to anti-fraud and corruption strategies.

The Budget

Of the overall budget of £305 million, £284.42 million is provided direct to Hampshire Constabulary (2016/17 figures). The budget position will be reviewed annually having regard to needs and the principles set out in this Plan. The breakdown of the budgets is as set out below:

Hampshire Constabulary

- Staffing - £243.41m
- Supplies & Services - £42.36m
- Transport - £7.25m
- National Levies - £3.73m
- Premises - £0.94m
- Grants Paid - £0.32m
- Specific Grants - (£3.33m)
- Service Income - (£10.26m)

Police & Crime Commissioner

- Capital Financing - £3.09m
- Commissioning - £1.9m
- OPCC Running Costs - £1.53m
- Interest on Balances - (£0.5m)
- Contribution from Reserves - (£0.732m)
- Estates - £13.32m (Wholly funded through the Estate Change Programme)
CONCLUSION

This is my Police and Crime Plan and it focuses on my Vision, Mission and Priorities for policing and crime reduction in Hampshire, Isle of Wight, Portsmouth and Southampton for the period to 2021.

It is founded on what you have told me during a range of consultation. But I will not stop listening to your views as I work to deliver this Plan to Keep Us Safer.

This strategic plan, my Police and Crime Plan, will be supported by a comprehensive Delivery Plan, setting out in greater detail the particular projects, activities and work streams that I will pursue in support of each of my strategic priorities. These will each be expressed in terms of key milestones and the outcomes against which performance and contribution to Plan objectives will be assessed.

There is already a track record of how this will be delivered from the early interventions I have made from day one of my tenure and in the first six months, which include:

• Creating my first Police and Crime Plan, after consulting and being briefed by partners
• Securing the land and a build plan for the Eastern Police Investigation Centre (PIC), important for the community and operationally
• Enhancing our Armed Response Vehicle (ARV) numbers and support, responding to an increase in threat
• The award of immediately needed commissioning grants, including £123,000 to Youth Diversionary projects across the area, recognising the priority to protect our younger people
• Rural Conference set for February 2017 (delivering on a campaign promise)
• Improvement programme for firearms licensing (delivering on an immediate improvement need)

I recognise that needs and circumstances are likely to evolve over the life of this plan to 2021 and beyond. There will be changes and developments with regard to the economy, finance, resources, technology and the nature and extent of threat to public safety. So this will be a living plan, reviewed regularly and updated annually having regard to progress made and changing needs.

But the successful delivery of the Plan will only be achieved with your support and by my working together, in partnership, with the Constabulary, other commissioners and providers of services.

As I wrote in my foreword, I relish the challenges and opportunities to serve you, working to deliver my mission: you, your family and your community safer.

Michael Lane
Police and Crime Commissioner
MY TEN PLEDGES

1. I will strive to ensure Hampshire Constabulary is amongst the best police forces in the country, delivering a more robust and more intelligent approach to fighting crime and protecting victims and witnesses.

2. I will push to prevent crime, empowering the Police and their partners to solve the problems that damage our communities before they require intervention from the Police.

3. I will work to make sure that victims are at the heart of the criminal justice system and work with partners to continue improvements that further support victims.

4. I will provide a professional, executive and expert service to deliver an effective Police and Crime Plan and supporting budget.

5. I will hold a political position without politicising the Police – never compromising my mission to make you, your family and your community safer.

6. I will hold the Chief Constable to account always to ensure our policing service meets the standards we expect.

7. I will operate with openness and transparency, expect Hampshire Constabulary to do likewise and encourage our partners to do the same.

8. I will stand up and speak out for all communities, listening to, responding to, and acting upon your views, carrying out meaningful consultation with the public to inform our business.

9. I will ensure that the Chief Constable provides a policing service that is visible and accessible, including through local and neighbourhood policing, and which enhances public confidence.

10. I will improve awareness and understanding of the role of Police and Crime Commissioner and of policing demand, to enable greater public involvement.
If you require any part of this document in Braille, larger print or another language, please contact the Office of the Police and Crime Commissioner on 01962 871595 or send an email request to opcc@hampshire.pnn.police.uk