

**Zoë Billingham BA Hons (Oxon)**  
HM Inspector of Constabulary, Eastern Region

3 September 2014

Mr Andy Marsh  
Chief Constable – Hampshire Constabulary

Dear Andy

**Core business: An inspection of crime prevention, police attendance and use of police time**

Between January and April 2014, HMIC carried out inspection fieldwork across all 43 forces in England and Wales. This inspection, called 'Making best use of police time' (now known as 'Core business: An inspection of crime prevention, police attendance and use of police time') assessed three areas of police work. These were:

- how well forces are preventing crime and anti-social behaviour;
- how forces respond to reports of crime, including investigating crime and bringing offenders to justice; and
- how well forces are freeing up the time of their staff so they can focus on core policing functions.

Attached is an embargoed copy of the national thematic report for this inspection which will now be published by HMIC on Thursday 4 September 2014 at 00:01. This must not be published until this date and time.

The findings that specifically relate to your force are included in this letter. The initial findings were previously sent to you for factual accuracy checks and, where appropriate, have been amended following your response.

The majority of the inspection findings contained in the national thematic report do not identify individual forces. However electronic versions of the national report will link to the HMIC website where data on each force can be viewed.

We will revisit some of the evidence gathered during the 'Core business' inspection as part of the crime inspection for HMIC's Police Efficiency, Effectiveness and Legitimacy (PEEL) interim assessment.

All forces will be given the opportunity to provide an update. This updated evidence will be considered as part of the PEEL interim crime inspection, which is due to be published at the end of November.

Findings that specifically relate to your force are:

### **Preventing Crime**

- The force has a strong emphasis on preventing crime. Staff are given direction on the prevention of crime, anti-social behaviour (ASB) and the reduction of re-offending through some of the force's plans and documents.
- HMIC found some good examples of where the force has undertaken long-term crime prevention initiatives particularly targeting organised crime groups involved in gun and drug crimes, ASB, motor vehicle and rural crime. In addition, HMIC found that the force has daily management meetings in the force are being used well to focus staff towards crime prevention activity.
- The inspection found evidence of some neighbourhood preventive activity taking place; the force uses the Safety Net problem solving data base which when used by all partners can be a valuable information sharing tool. The force has made good process in implementing the system and is seeking to encourage consistent use both across the force and among partners. This should help make the system more effective in managing problem solving and sharing good practice. The force does not have a means of evaluating problem solving.
- The force has provided some training to officers and staff and has plans to deliver training to all neighbourhood policing staff. However formal crime prevention training has not yet been delivered to all staff who frequently deal with victims of crime and anti-social behaviour.

### **Attendance at crimes and incidents**

- The force does not have a policy to attend all reports of crimes and incidents, but one based on a series of considerations including identifying the threat, risk and harm to the victim, caller or community. There are specific occasions when crime is reported, where the force will always aim to attend.
- It was found that call-handlers have clear policies and procedures to enable them to consistently identify vulnerable and repeat victims of crime and anti-social behaviour. A community focus team works alongside call handlers to provide background information and advice on how an incident should be responded to by identifying risk for repeat and vulnerable callers.
- Crime is recorded by the force in one of two ways, either by creating an incident on its command and control system and then by entering the details onto its crime recording system or directly recording crime onto the crime recording system without creating an incident first. The force is unable to identify the number of crimes recorded directly onto the crime recording system, or how many of those crimes it attends subsequently.
- During the inspection, HMIC reviewed a number of crime investigations, including reports of crimes that were not attended. In certain cases, for crimes such as burglary dwellings, there was clear evidence of investigation and supervision. However, for other offences (many of which were not attended) some cases were found to have little evidence of meaningful investigation or supervision.
- HMIC examined the arrangements for the Integrated Offender Management scheme, which are in place to manage those offenders likely to cause most harm to the communities. These arrangements are well managed with effective arrangements in place to prioritise offenders. The partnership teams are jointly staffed by probation, police and drugs intervention teams who work together to reduce individuals re-offending. There are regular meetings with key partners and a structured approach is used to identify and assess risk.

- The force was able to provide the number of named suspects that are yet to be arrested or interviewed, as well as those who had failed to answer police bail.
- A small sample of named suspect files, including those circulated as wanted on PNC, indicated little evidence that activity had been documented or properly supervised in a number of cases.

### **Freeing up time**

- The force has a relatively good understanding of demand. It is taking steps to build up a more detailed assessment of demand and how its resources are distributed. This includes analysis of different types of incidents and policing activity.
- The force has carried out some work with other agencies to identify and address those tasks that are not the sole responsibility of the police for example responding to mental health issues or providing assistance to the ambulance service.
- The inspection found that there is a clear structure to assist supervisors in assessing the workload and performance of frontline officers and staff.
- The force has some understanding of the amount of savings in staff time that has been made as a result of changes introduced or as a result of new technology being implemented.
- The force has made a strong investment in the use of mobile technology devices, such as tablets and mobile phones to enable officers to access force systems whilst on patrol. But there is inconsistent use of the technology by officers. The use of mobile technology is improving and anecdotal evidence was provided to suggest that some police time is being freed up as a result.

Yours sincerely



**Zoë Billingham**

HM Inspector of Constabulary, Eastern Region

Copied to Mrs Mandy Gomer  
HMIC Liaison Officer