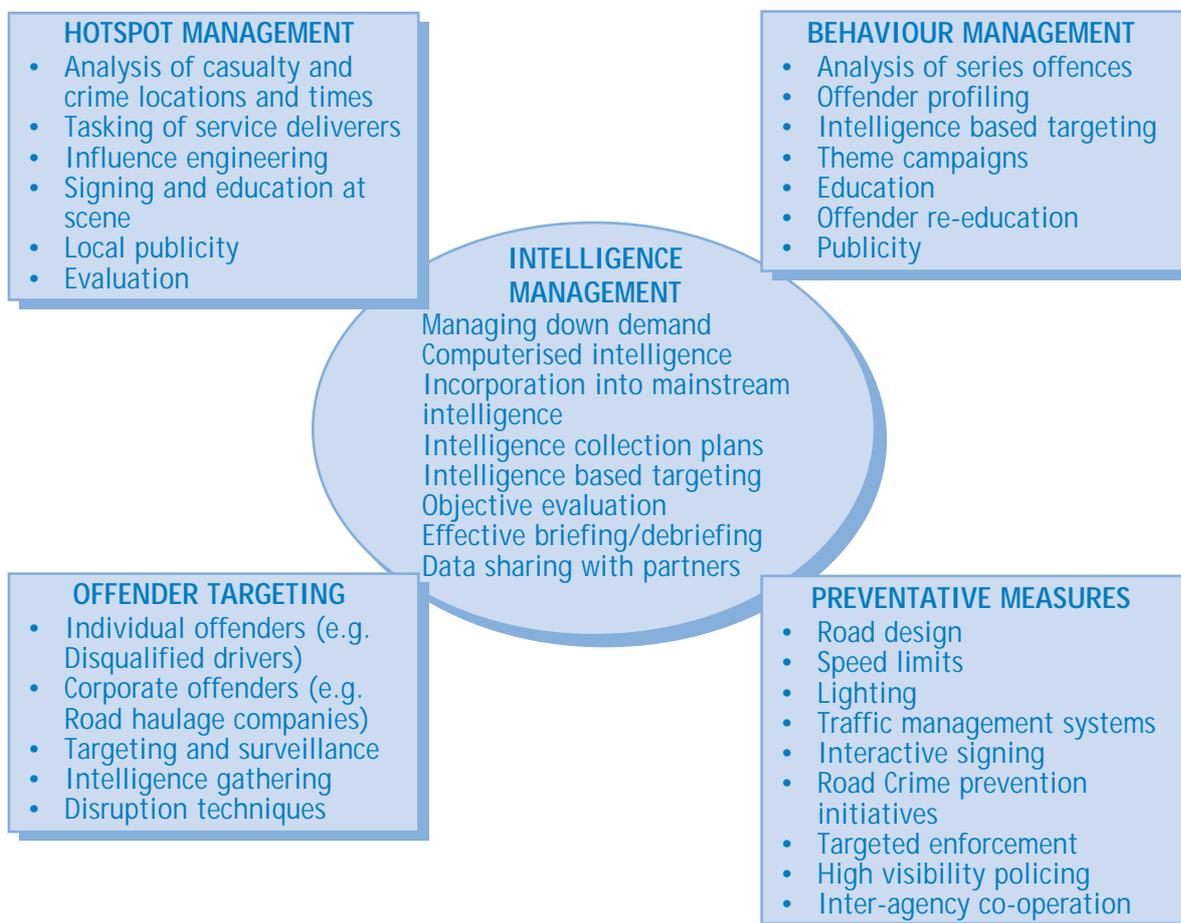


11. A Road Policing Model

11.1 In the light of all the evidence adduced in this Inspection, Her Majesty's Inspector is of the view intelligence led policing holds the key to road crime policing - and casualty reduction. Equally, intelligence led roads policing makes a major contribution to the wider issue of crime reduction, as at least one force has demonstrated. Much can be achieved by preventative measures but they need the focus of intelligence to ensure they are effective. Intelligence also provides the locus for identifying collision and road crime 'hotspots' which require a basket of enforcement,

education and engineering solutions. However, these need to be complemented by initiatives against groups of offenders identified by their behaviour, whether they be drink/drivers, 'speeders', 'born again bikers' or 'road ragers'. In each case, the more accurate the intelligence, the more effective the initiative. There also needs to be provision for targeting individual offenders; whether they are a person or a company, they will have been identified by some form of intelligence which will need to be built on and refined to ensure effectiveness.

Figure 11.1 An example of an intelligence led road policing model



Hot Spot Management

11.2. Where the location of a casualty or crime problem has been identified, further objective analysis is needed to identify times of incidents, and how and why they are occurring and who might be responsible also needs exploration. Once this has been exhaustively explored, where possible there needs to be comparison of data with that held by other relevant agencies, e.g. hospitals, insurance companies, local authorities etc., then service deliverers can be accurately tasked according to the most appropriate policing method.

11.3 In both crime and casualty cases, engineering at the location can have a significant impact. Secure car parks, bicycle and motorcycle parks and lighting can influence vehicle crime levels, as much as traffic calming measures can influence casualty levels.

11.4 Identifying the scene as a casualty or road crime 'hotspot' can also have an impact whether by posters or fixed road signs. The greater the public awareness, the greater the impact, which militates in favour of good quality and regular publicity local to the site. All these measures need to be evaluated against the aims of crime and casualty reduction and where this is not achieved, further intelligence based research and analysis is needed to understand why not. Then the process can restart.

Offender Targeting

11.5 Where the location of offences is not clear, often the person or organisation involved is. Offender targeting works whether the offender is an individual such as a disqualified

driver or car thief, or is a corporate offender such as rogue haulage company or licensed premises known to harbour criminals or encourage drink driving. In both cases intelligence based research and analysis can be used to identify where, when and how the offences are being committed. Sharing intelligence with other agencies should be considered, as should multi-agency investigation and prosecution. One force, when pursuing enquiries into a road haulage company, involved the Traffic Commissioner, HM Customs and Excise, the Inland Revenue, the Department of Social Security, the VI, local authority Trading Standards Officers and HM Immigration Service. Intelligence can be built to actionable levels using targeting, surveillance, informant tasking and similar techniques; all of which should be integrated into the mainstream intelligence led policing of the force. In this way road policing and criminal investigation can assist each other and disruption techniques can be utilised to reduce offending levels. The more accurate the intelligence the more effective and cost efficient the outcomes become.

Behaviour Management

11.6 Most road offences are not readily identified by location or named offenders. However, they can be grouped by type of offender or offence, for example, inexperienced young male drivers or drink drivers. Intelligence can be gathered from many sources to identify how and when the offences occur, and offender profiling is also possible. This lends itself to intelligence based targeting of offence/offender type. One force has addressed

with regular single theme campaigns (drink drive, seatbelts etc) which combine education with accurately targeted enforcement. This combination lends itself to offender re-education through such schemes as driver improvement or, in some cases, 'naming and shaming' (e.g. offending coach companies). Publicity is crucial to offender and driver education initiatives. With behaviour management, the wider the publicity the greater the potential impact. This suggests co-ordination of sponsorship funding between adjacent forces will add value.

Preventative Measures

11.7 Whether for reduction of crime or casualties, much can be achieved using preventative measures. In casualty reduction, this will include traffic management systems, road design, speed limits, street lighting, targeted enforcement and high visibility policing. One force has a very successful preventative experiment using inter-active signing which uses a matrix display to warn a motorist he or she is travelling too fast for an approaching hazard.

11.8 In road crime terms, preventative measures include target hardening (secure parking, improved lighting), motor vehicle crime prevention campaigns, targeted enforcement (with accompanying publicity) and high visibility policing. Again, in all these there needs to be objective evaluation against aims and objectives, with critical analysis to understand why initiatives have or have not succeeded. Whereas all forces have recognised the value of sponsorship of crime prevention

initiatives, Her Majesty's Inspector suggests the potential for sponsorship of casualty reduction initiatives has yet to be fully explored.

Intelligence Management

11.9 This Inspection has revealed significant effort by service deliverers which, because of lack of strategic focus, has made a less than optimum contribution to the road policing aims of casualty and road crime reduction. As with the crime reduction model mentioned at 6.4, officer hours need to be freed up in order to be redirected into intelligence led policing. Where this has had particular success, it has been supported by high quality IT. Though not essential for the model to work, it is likely to limit success.

11.10 Intelligence should **drive** police effort. As such, road policing intelligence cannot sit in isolation from all other police intelligence. It is in the pooling of information from diverse sources that the fullest picture is obtained and the best intelligence developed. This means, where possible, data sharing with partners should be encouraged. Though many forces collect 'traffic intelligence', it is often left passive. Intelligence has to be actively developed into actionable collection plans then focused into offender, offence and location targeting. Success demands accurate and timely briefing of all involved, particularly in multi-agency initiatives, followed by debriefing, which in turn is a lucrative source of further intelligence. Throughout, there needs to be objective evaluation against the stated aims and objectives, not only to ensure success but also to provide an understanding of the reasons for non-achievement.

11.11 For intelligence driven enforcement to be effective, service deliverers require a comprehensive knowledge of relevant legislation, which is voluminous and complex. The Metropolitan Police Service maintains a legislation advice desk, which is available as a resource to all police officers nationally.

Recommendation

Her Majesty's Inspector recommends his intelligence led roads policing model should be integral to a force strategy.