

Her Majesty's Inspectorate of Constabulary



HMIC Inspection Report
British Transport Police
Neighbourhood Policing
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Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and of the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectorates.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005 and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities. A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that Neighbourhood Policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectorates.homeoffice.gov.uk/hmic/our-work/business-plan/> web address/link) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents as phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;
- strategic services – such as information management and professional standards; and

- the embedding of Neighbourhood Policing.

In addition, we are currently developing a scrutiny of strategic resource leverage, and are liaising with the Audit Commission on a methodology for the anticipated inspection of police authorities.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to meet the standard, exceed the standard or fail to meet the standard.

Meeting the standard

HMIC uses the ACPO agreed standards as the starting point for its SGC. The standards against which forces are measured are communicated to all forces and police authorities some time before the inspection starts. The standards are set at a level that ensures that risk to the public is identified, managed and mitigated as far as is feasible; all forces should find the standards achievable.

Exceeding the standard

Where a force can demonstrate capacity and capability that exceed the agreed national standards, it is expected that risk assessment and business cases justify the availability of 'additional' resources, and that they are deployed appropriately. For example, some forces require a higher level of capacity/capability to counter extraordinary threat levels or to discharge a regional or lead force remit. Without such a rationale, an over-investment would almost certainly represent poor value for money and thus attract criticism.

Failing to meet the standard

This assessment is appropriate when a force cannot provide evidence that it meets a number of significant criteria that correlate with the ACPO national standards. Where evidence is provided to confirm that the particular issue has been properly risk assessed and the risk is being managed, then the report may not necessarily draw an adverse conclusion. The assessment may also give credit in situations where a force has the ability to remedy any deficiencies promptly, in terms of time and investment levels needed.

Developing Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a 'strength') in the body of the report. In addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected one of these examples to publish in this report. The key criteria for each

example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

Force Overview and Context

As a non-Home Office force, British Transport Police (BTP) differs significantly from Home Office forces in terms of funding, accountability and specialisation, although the force strives to observe relevant Home Office policing standards. HMIC regards BTP as a specialist police force for which some nationally accepted performance measures are applicable but recognises that other measures are relevant only to the force, such as timeliness of investigations for fatal railway incidents. A customised approach to this assessment has therefore been agreed with BTP and the British Transport Police Authority (BTPA) to take these differences into account.

This inspection follows the format of the phased programme of HMIC inspections for Neighbourhood Policing. It is recognised that BTP adopted Neighbourhood Policing later than its Home Office counterparts and this inspection was deferred by agreement between HMIC, BTP and the BTPA.

Geographical description of force area

BTP is the specialist police force for the railways of England, Wales and Scotland and provides the policing services for the London Underground, Eurostar, the Channel Tunnel Rail Link, the Docklands Light Railway, the Croydon Tramlink and the Midland Metro. BTP's national structure takes into account national borders, discrete legal systems, train and freight operating company (TOC and FOC) boundaries and other diverse elements of the railway network. It is not constrained by the geographical boundaries of other police forces and covers the whole policing environment of the rail network, including assistance for businesses and individuals who operate, live and work in the surrounding areas. This structure is designed to provide a single point of contact and consistency in policing standards across the railway network.

Demographic description of force area

With over 10,000 miles of track and more than 2,500 stations, the population BTP serves is mainly commercial, including 2.5 million passengers daily on the national rail system and another 3 million daily on the London Underground and Docklands Light Railway networks. Some 400,000 tonnes of freight travel through or visit premises within BTP's jurisdiction daily. The growth in public transport and the expansion of the 24-hour city culture means that BTP polices economic and social hubs throughout mainland Britain, made up of small communities of general retail outlets, offices, restaurants, bars and nightclubs. The force does not police a residential population, but is charged on a daily basis with the safety of some 5 million passengers and in excess of 100,000 railway staff.

With 2,839 police officers and 1,227 police staff, 261 police community support officers (PCSOs) and 254 special constables, BTP faces a significant challenge in policing a diverse and extensive rail network.

Structural description of force including staff changes at chief officer level

The force headquarters (FHQ) is in Camden, north London, and there are seven territorial basic command units (BCUs), known as areas, with local geographic responsibility. The

FHQ is the location of the majority of force specialist and support functions, including the major crime teams and force intelligence bureau (FIB).

BTP has a well-established management team with a wealth of command experience. The chief officer group has seen the appointment of a new assistant chief constable (ACC) (crime), Paul Crowther, and a new director of finance, Sharon Burd. A new post of ACC (London and Olympics) has been created and the incumbent, Stephen Thomas, has been appointed by the Home Office as the national co-ordinator for cross-modal Olympic transport security for all modes of transport for the 2012 Games.

There have been no major changes to the BTPA, although Sir Alistair Graham will not continue as chairman beyond September 2008. BTP maintains an excellent relationship with members.

Since the privatisation of the rail network, government policy has been that the user (the railway industry) pays for the services of BTP and that the BTPA enters into commercial agreements with the rail industry for the provision of police services. BTP relies on funding from Network Rail, the TOCs and FOCs, Transport for London and London Underground Ltd. This is a challenge for a modern police force, as it relies on commercial profit margins and the marketplace for the funding required for medium and long-term planning, and this has been a concern raised by HMIC for a number of years.

Strategic priorities

BTP focused on five objectives set in the strategic plan for 2005–08 for the period under inspection. These were to:

- work with partners and the railway community to prevent crime by tackling the causes of crime, as well as dealing with crime incidents;
- investigate all aspects of a crime and satisfy the needs of victims and witnesses. BTP aims to undertake investigations that are efficient, effective and timely, in order to increase the number of detections and the number of offenders brought to justice, and to increase the overall detection rate to a level that is above the average for Home Office police forces;
- increase the trust and confidence of the railway community and the travelling public by working in partnership with others to make the railway a safe environment for all;
- respond to incidents in a way that meets the needs of the railway community and the travelling public and takes into account local priorities; and
- make the most effective use of its people, supported by timely and accurate financial information to aid operational decision making, sustained by the use of sound information and communications technology.

BTP met all its operational targets in 2005/06 and 2006/07, and 94% in 2007/08 (90 out of 96).

Underpinning delivery of BTP's strategic objectives is the creation of a more diverse workforce. The force has long-term targets to increase the percentage of staff from black and minority ethnic backgrounds and to improve gender representation, both in the wider police officer population and in specialist posts, to levels that at least match the national average for Home Office police forces.

Force developments since the 2007 inspection

The outcome of the Department for Transport (DfT) review of BTP in 2006 has continued to be a key driver for action within the force and police authority since the 2007 inspection. This review confirmed BTP's ongoing role as the national specialist police force for the railways, while emphasising the need for the force and all its partners to explore new ways in which to work together to reduce crime and the fear of crime, and to promote public safety on the rail network. The review identified a need for greater clarity about detailed aspects of BTP's operation in relation to its responsibilities to the rail industry, the rail industry's own duties and the role of local police forces. Since the 2007 inspection, BTP has sought to focus on areas that provide maximum added value to the fight against crime on the railways, notably by investing significant staff and resources in the development of Neighbourhood Policing, an ethos supported by the DfT review. In addition, BTP is undertaking the reorganisation of its major crime resources to best address the threat presented by serious and organised crime.

The force continues to build on its commercial awareness of the railway environment, working in partnership with the industry. It has investigated ways of promoting partnership activity, including the setting up of joint objectives with the railway industry to engender a commitment to improved communication from both sides. BTP, the BTPA and senior representatives from the Association of Train Operating Companies and other train operators established the Working Together Group to explore opportunities for greater partnership working with the industry. The protocols developed by this group will continue to shape BTP's working relationships over the course of the new strategic plan 2008–11.

In pursuit of improved partnership working, BTP has piloted a Neighbourhood Policing style in parts of the rail network and currently has 61 teams in place across Britain, the majority of which are on the London Underground.

The objectives of the BTP Neighbourhood Policing strategy broadly follow the Home Office National Strategy on Neighbourhood Policing and are:

- dedicated and accountable resources with geographic ownership of a defined and locally agreed area;
- intelligence led targeting of issues that matter to local community (Network Rail, TOCs, passengers and other stakeholders); and
- joint action plan and problem solving by our community.

This initiative has been broadly welcomed. However, there remains a challenge to the force in developing real understanding about what Neighbourhood Policing means in the BTP context and how it differs from earlier Reassurance and Confidence Policing initiatives.

Preparation for the London Olympic Games and Paralympic Games in 2012 will be a priority for BTP, as evidenced by the addition of an Olympics portfolio to the Chief Officer Group. A viable and safe transport infrastructure will be essential in staging a successful Games, and BTP is committed to working towards this with partner agencies during the build-up to the Games.

Changes within BTP have included:

- the rationalisation of control room functions to improve response capability;

- the increased productivity and visibility realised from the effective use of modern technology, including a mobile data capability providing immediate access to force-wide systems and the introduction of new duty management systems;
- the realisation of £6 million of efficiency savings and the redirection of a total of £3 million released by further efficiency savings to improve service provision between 2005/06 and 2007/08;
- the implementation of new structures and processes for the finance department to improve efficiency and value for money; and
- the introduction of a student officer training programme in collaboration with the City of London Police and City University (London).

NP01

Summary – There is evidence of Neighbourhood Policing developing at the identified pilot sites. The location of the pilot sites is driven by operational demand, geographic challenges and financial constraints. Stakeholder consultation and engagement are generally good; however, there is a need for greater central drive for mainstream activity.

Strengths

- The force has defined Neighbourhood Policing as a force priority, with implementation and development being progressed through a dedicated project team that reports to the ACC (operations).
- BTP has planned and achieved coverage of Neighbourhood Policing at its nominated locations within the force. Each area has at least one Neighbourhood Policing site and these have been located to broadly reflect operational demand, geographic access and resource priorities.
- While there is no corporate Neighbourhood Policing model, Neighbourhood Policing is overseen on each area by an inspector, a sergeant and a Neighbourhood Policing team (NPT) comprising staff from across the extended policing family.
- There is a regular project board, chaired by the ACPO lead, where the project team and regional points of contact report activity and progress on development of the Neighbourhood Policing sites.

Work in progress

- None identified.

Area(s) for improvement

- To date, much of Neighbourhood Policing in BTP has developed organically, with the programme board co-ordinating area-driven activity. Location of the force pilot sites was a largely pragmatic process, with area-led negotiations matching local resource deployment to local funding. There has been no common approach to developing an evidence base at the sites which can be used to prioritise and assess deployments of NPTs.
- There has been little adherence to the corporate NPT model, and varying staffing models and practice between sites has led to varying community experience.
- There are established NPT leads at senior management team level on all areas. However, their influence and effectiveness are often dependent on the local profile of Neighbourhood Policing. They report frustration at a lack of central support and direction around programme implementation.
- The programme board should consider setting out a clear vision of what Neighbourhood Policing will mean in the BTP context, articulating corporate objectives for staff, skills, support and geographic coverage. Such a strategic direction may identify and enhance opportunities for stakeholder engagement and support, as well as providing a coherent brand to aid external and internal understanding.

NP02

Summary – There is a developing understanding of the scope and principles of Neighbourhood Policing among staff and stakeholders. The work of the NPTs is becoming mainstreamed within policing activity in their areas. There is a need for greater corporacy in the branding and communication of Neighbourhood Policing.

Strengths

- There is growing awareness and support for the work of the NPTs both internally and among stakeholder groups. The NPTs are seen as a valuable asset by colleagues for developing intelligence and supporting investigations. Staff from response and the criminal investigation departments (CID) reported a number of examples where NPT support had made a direct contribution to their work.
- The NPTs have established good working relationships with local partners, Home Office forces and broader crime and disorder reduction partnerships. An example of this was seen in Pontypridd, where the two NPTs jointly patrol railway lines and stations and problem solve with their South Wales counterparts. This has had a quantifiable impact on crime and local fear of crime.
- The Neighbourhood Policing deployment strategy adopted in October 2007 states that Neighbourhood Policing staff must respond to urgent calls when they are in a position to do so. This is a pragmatic response to the geographic and capacity challenges the force faces and was well understood by staff at the locations visited.

Work in progress

- None identified.

Area(s) for improvement

- While BTP has published a definition of Neighbourhood Policing, understanding of what constitutes a neighbourhood or the scope of 'community' within the railway environment is variable both internally and among stakeholders. This may be exacerbated by the lack of a corporate model and the failure to differentiate the Neighbourhood Policing role and function from that of Complimentary Policing or Reassurance teams. There is a need for the Neighbourhood Policing programme team to ensure greater corporacy around the definition and communication of Neighbourhood Policing across areas.

NP03

Summary – Neighbourhood Policing principles are beginning to drive policing activity at area and force level. There is a need to ensure that this activity is integrated with, and supported by, the National Intelligence Model (NIM) process.

Strengths

- The Neighbourhood Policing strategy has been well received by both the rail community and Home Office partners. Local and force-level surveys indicate that the pilot sites have marginally raised public satisfaction with, and confidence in, BTP. There is evidence of a reduction in priority crimes in and around the Neighbourhood Policing sites, for example London South reduced robbery by 50% on the area in 2007/08. Staff report that the roll-out of Neighbourhood Policing was a significant contributor towards this reduction; however, there is no evidence of a direct correlation.

- Public concerns are actively sought by the NPTs and addressed locally through a 'level 0' tactical tasking and co-ordination group (TTCG) process, or are escalated to level 1 area tasking if appropriate. Community issues are considered at NIM tasking and co-ordination group (TCG) meetings at both BCU and force level, alongside other crime and intelligence matters. These meetings are attended by stakeholder representatives. There is evidence that additional resources to tackle local priorities identified by cluster panels have been secured at TCG meetings.
- There is evidence that problem solving is developing at each pilot site, often engaging rail and Home Office police partners. Within the problem-solving initiatives undertaken, there is evidence of consideration of the 'victim, offender, location triangle' and there is a pragmatic approach to information sharing through locally negotiated protocols. Feedback to the community on progress towards tackling its problems is provided at Police and Communities Together (PACT) meetings.
- There is evidence of structured NIM products that address community issues being produced and considered at both force and area TCG meetings. There has been a significant rise in the amount of community intelligence generated by ward officers and PCSOs on local issues. All Neighbourhood Policing staff receive intelligence training to ensure that community intelligence is inputted onto force systems and is available for research and analysis.

Work in progress

- None identified.

Areas for improvement

- Staff at FHQ and on areas report a lack of clarity and corporacy in the roll-out of the project. Neighbourhood Policing practice and structures have developed organically on areas, which has led to varied service delivery and varied understanding of what Neighbourhood Policing means in BTP. Staff at all locations reported support for Neighbourhood Policing but shared an appetite for greater central direction and drive.
- There has been a significant shift of BTP operational resources into Neighbourhood Policing staff, from 3.4% of the workforce at the start of the project to 9.5% at the time of reporting. There has not been a concordant growth in intelligence functions in either the FIB or area intelligence bureaux (AIBs), to support community intelligence and Neighbourhood Policing issues. There is a risk that deployment and resourcing decisions are not well informed and that the intelligence dividend from NPTs is not being maximised.
- The Neighbourhood Policing sites have developed a local tasking and problem-solving approach with partners through 'level 0' tasking. While this is a pragmatic response given the size of force areas, it is not currently embedded in the formal force tasking and co-ordination process. Area intelligence units report that they are largely unsighted on deployment and problem solving within the NPTs. This results in a failure to capture the contribution of NPTs to 'Rich Picture' intelligence and limits the force's ability to co-ordinate resource deployments and intelligence.

NP04

Summary – Neighbourhood profiles have been created and are being used to identify and prioritise activity within the NPTs. There is no BTP Neighbourhood Policing model that allocates resources based on risk or intelligence. There is little adherence to the corporate NPT staffing model.

Strengths

- There are neighbourhood profiles for all the key areas covered by the Neighbourhood Policing sites. These are completed to a good standard and are used by the NPTs to identify and prioritise activity. There is clear evidence of engagement with NPTs by local Home Office forces and rail industry stakeholders.
- There is evidence that the neighbourhood profiles are being used to identify emerging crime trends and local problems. NPTs are prioritising activity in these areas through the local 'level 0' meetings.

Work in progress

- None identified.

Areas for improvement

- There is evidence of established partnerships with Home Office forces and the rail industry, to develop neighbourhood profiles. There is only occasional evidence of contribution from passengers and hard-to-hear groups. This reduces the overall richness of the profiles and limits the value of the prioritisation process.
- While the neighbourhood profiles are considered at the 'level 0' meetings, there is little evidence that this is linked to the formal TTCG process on areas. Consequently, neighbourhood profiles have little impact on resourcing decisions at force or area level. The complex funding environment that BTP operates within means that this will be a challenge in the ongoing development of the programme.
- As mentioned above in NP01, there is a need for corporate direction on the location and composition of NPTs.

NP05

Summary – Locally, there is good awareness of NPTs within industry partners and Home Office forces. There is improving awareness within other community stakeholders.

Strengths

- BTP has a long history of effective partnership working with partners in the rail industry and with Home Office forces. The development of NPTs has further enhanced this by providing more staff and resources to enable greater activity and continuity. This has been well received by partners, who report improved satisfaction and closer working relationships.
- The NPTs have a strong profile internally, and other units report a good awareness of their staff and function. There were numerous examples of joint working, including the

NPTs providing area CID teams with valuable intelligence and operational support during crime inquiries.

- The communications strategy has been successful, with a range of media products being offered to enable communication with external and internal stakeholders. These products have been well received by the NPTs and there was clear evidence of them being used.

Work in progress

- The force has recognised the difficulty of engaging the travelling public in Neighbourhood Policing. Initiatives such as 'Adopt a Station' in the Wales and Western Area and the corporate media campaign are having a positive impact on the force's local profile. The force should continue to seek innovative approaches to engage passengers and hard-to-hear groups and to address what remains a challenging issue.

Areas for improvement

- None identified.

NP06

Summary – Collaborative partnerships are in place at force and area levels. Neighbourhood Policing is embedding within the area TTCG process. Engagement with communities and hard-to-hear groups is developing.

Strengths

- There is well-established and effective local collaboration between the force and partners. This occurs on an ongoing basis and is structured through a monthly TOC tasking meeting involving the NPTs and local stakeholders. This broadly complements the formalised area and force TTCG process.
- There are good relationships in place between NPTs and local Home Office forces, where a number of examples of collaborative working were evident, notably on London South, where the Lewisham site conducts joint tasking and co-ordination with its Home Office counterparts.
- There is corporate policy and guidance on the use of community impact assessments and there is generally a sound understanding and application of these on areas.

Work in progress

- None identified.

Areas for improvement

- As mentioned above in NP05, there is an ongoing need to engage with the travelling public and other railway users in the tasking process.
- There is a need to ensure that effective local working practices with rail and Home Office partners are visible corporately through the TTCG and intelligence structures. AIBs report limited awareness of NPT activity and of how TOC tasking feeds into the broader TTCG process.

NP07

Summary – There is an integrated rail community engagement strategy with partners that identifies neighbourhood priorities and provides feedback on action taken.

Strengths

- There is a published BTP community engagement strategy that provides areas with comprehensive guidance on developing engagement activity rooted within a force framework.
- Structured community engagement takes place at Neighbourhood Policing sites through PACT meetings, 'level 0' tasking and consultation with established key individual networks (KINs). Force and partner surveys are regularly used to gauge community views and assess priorities. NPTs are also undertaking a range of other activity to engage communities, including station surgeries and area focus groups (North East and North West Areas).

Work in progress

- None identified.

Area(s) for improvement

- The rail industry recognises and welcomes enhanced local practice but reports that it would welcome more meaningful consultation on the development of Neighbourhood Policing. It reports widespread support for the programme and its development and would welcome closer engagement in setting priorities, timeframes, objectives and costs.

NP08

Summary – NPTs have identified local representative KINs from the rail community. Engagement with hard-to-hear and minority groups is developing.

Strengths

- All NPTs have identified and established KINs on their area. These include rail and Home Office partners and there is recognition of the need to broaden representation as they develop. Guidance on the management and review of KINs is provided through the corporate community engagement strategy.

Work in progress

- None identified.

Area(s) for improvement

- As referred to in NP05, existing community engagement arrangements, including KINs, do not have sufficient representation of passenger groups and other users of the railway. This means that the NPTs are unable to understand community concerns directly or negotiate policing solutions. Further work is required to develop the breadth of KIN membership.

Developing practice

INSPECTION AREA: Community engagement
TITLE: The Adopt a Station initiative, Pontypridd
PROBLEM: Achieving a community-based solution to high levels of criminal damage and anti-social behaviour at local railway stations.
SOLUTION: The control strategy has been developed to incorporate a community engagement strand under the title Adopt a Station. The local Pontypridd NPT has undertaken a programme of presentations and events at local schools and clubs to engage and educate young people on the dangers and consequences of anti-social behaviour on the railway.
OUTCOME(S): This broad-based approach, working directly with local communities, has been well received by stakeholders and has achieved a significant increase in the number of engaged young people, a traditionally hard-to-hear group for BTP. The overall strategy has resulted in reductions in reported incidents of criminal damage and anti-social behaviour at the stations covered by the initiative.
FORCE CONTACT: Chief Inspector Paul Richards – Sector Commander, Wales (029 2043 0034)

NP09

Summary – The joint deployment of Neighbourhood Policing and partnership resources under NIM is developing. The effectiveness and efficiency of such deployments would be enhanced by greater intelligence support.

Strengths

- There is well-established and effective local collaboration between the force and partners. This occurs on an ongoing basis and is structured through a monthly TOC tasking meeting involving the NPTs and local stakeholders, including TOCs, Home Office colleagues and businesses. These meetings are a pragmatic operational response to the geographic size and scope of level 1 area tasking and ensure that the force is sensitive to addressing issues of local concern.
- There are good relationships in place between NPTs and local Home Office forces and a number of examples of collaborative working were evident in the London South and Wales and Western areas.

Work in progress

- None identified.

Areas for improvement

- There is a need to ensure that effective local working practices are visible corporately through the TTCG and intelligence structures. AIBs report limited awareness of NPT activity and of how TOC tasking feeds into the broader TTCG process. There is a need to review the links between the tasking levels.

- Despite the significant investment the force has made in Neighbourhood Policing, there are no formal intelligence structures in place within most AIBs or the central FIB to support NPTs on community intelligence or in the analysis of partnership data. This inhibits their ability to develop effective prevention and enforcement responses to crime and community issues. It also means that the force is potentially failing to fully capitalise on the intelligence dividend offered by this enhanced community engagement to address more serious crime and security issues. The force should establish minimum standards of intelligence support to the Neighbourhood Policing function.
- Problem solving is a central strand of the Neighbourhood Policing ethos yet there are no identified problem-solving champions at force or area level. While some training is provided at the initial foundation stage for Neighbourhood Policing officers, there is no subsequent enhanced or joint problem-solving training available that builds on this. The force should consider offering these options within its Neighbourhood Policing training programme.

NP10

Summary – There is good involvement of stakeholders in tasking and co-ordination decision making.

Strengths

- There is well-established and effective local collaboration between the force and partners. This occurs on an ongoing basis and is structured through a monthly TOC tasking meeting involving the NPTs and local stakeholders. These meetings are a pragmatic operational response to the geographic size and scope of level 1 area tasking and ensure that the force is sensitive to addressing issues of local concern.

Work in progress

- None identified.

Area(s) for improvement

- As reported above at NP07, the rail industry recognises and welcomes enhanced local practice but reports that it would welcome greater involvement in the development of the Neighbourhood Policing programme.

NP11

Summary – Problem-solving processes are developing with partners and the rail community.

Strengths

- All Neighbourhood Policing staff receive formal training in the scanning, analysis, response, assessment (SARA) problem-solving model during their initial foundation training. There is regular engagement with rail partners and Home Office forces in problem-solving activity. There was evidence of regular joint problem solving at the Neighbourhood Policing sites, including initiatives in progress on ticketless travel and anti-social behaviour. This work would be enhanced by greater involvement of the travelling public and passenger groups.

Work in progress

- None identified.

Areas for improvement

- There is no high-level problem-solving adviser post at either force or area level. Problem solving is a central tool of Neighbourhood Policing activity. The absence of identified champions at tactical and strategic levels limits the potential operational impact of the NPTs, and the broader integration of problem solving in the force intelligence structure and TTCG process.
- Progress on community and stakeholder engagement in problem solving was clear, and there is a desire to build on this foundation through joint problem solving. However, there is no current provision within the training programme for joint problem-solving training, which NPTs and stakeholders report as a valued addition to the maturing relationship between partners. The establishment of problem-solving advisers would provide a means of supporting such training and sharing best practice across the teams.

NP12

Summary – The force has extensively marketed the implementation of Neighbourhood Policing through a comprehensive communications strategy. The force is currently developing an internet presence.

Strengths

- The force has a strong communications strategy that addresses both internal and external stakeholders through a range of media, including posters, billboards, business cards and information packs. All are branded with a corporate message and with area-specific messages where appropriate. This is supported by a media toolkit available to NPTs via the force intranet. The NPT sites visited produced several examples of local positive press coverage. The media team has a good understanding of the brand and is passionate about communicating this effectively.

Work in progress

- The media and marketing department has recently taken responsibility for developing a BTP Neighbourhood Policing presence on the internet. This will be a valuable addition to the communications strategy and offers an opportunity to engage the travelling public and hard-to-hear youth groups.

Areas for improvement

- None identified.

NP13

Summary – The force has an effective communications and marketing strategy that offers practical tools to support activity on areas. Neighbourhood Policing has established a high internal profile, and Neighbourhood Policing staff and teams are seen as a useful resource by other units.

Strengths

- The force has an established and effective communications and marketing strategy in place for Neighbourhood Policing. The strategy details key messages and stakeholder groups for areas to target. Practical support is provided through a range of media tools to enable communication, including posters, stickers and leaflets, and guidance on their suggested use. The strategy has proved popular with staff and partners, and is highly visible at the Neighbourhood Policing sites.
- There is a growing appreciation of the role and remit of NPTs by other force units. Staff report support for Neighbourhood Policing, and a number of examples of cross-unit working were evidenced, including NPTs providing investigative support on serious and major crime cases.

Work in progress

- None identified.

Area(s) for improvement

- The staged incorporation of Complimentary Policing and Reassurance teams into Neighbourhood Policing, coupled with continuing variations in local practice, has impacted on the effectiveness of the communications and marketing strategy with the public and key stakeholders.

NP14

Summary – The force has published definitions for Neighbourhood Policing roles and there is an established staff performance development review (PDR) process.

Strengths

- The force has developed and published role definitions for all staff positions within Neighbourhood Policing, together with supporting competency and behavioural profiles. These are available to all staff via the intranet.
- Neighbourhood Policing staff are fully integrated into the force PDR process.
- A number of examples were noted of good joint working between rail industry community safety staff and NPTs. In London South, rail enforcement officers and travel safe officers are integrated with NPTs on south eastern, south western and southern routes.

Work in progress

- None identified.

Area(s) for improvement

- The lack of a corporate model has led to a differing approach between Neighbourhood Policing regarding the role and contribution of PCSOs and rail community safety officers. This has primarily been driven by funding arrangements and the views of the fund-holders. Such localised negotiation and practice has the potential to fail to provide the best return on staff investment and could undermine the status of extended police family.

NP15

Summary – Training development, appraisal and reward schemes are in place for Neighbourhood Policing. There is a need to develop a corporate training strategy that delivers a bespoke BTP product to a consistent standard.

Strengths

- All staff within Neighbourhood Policing have undergone Neighbourhood Policing-specific training using a blended learning approach that combines the National Policing Improvement Agency (NPIA) workbook and BTP facilitated workshops. An initial process of training for area trainers was undertaken to enable this to be delivered locally on areas and to minimise abstractions.
- Completion of the workbook and training programme is certificated by training staff and forms part of the staff annual appraisal (PDR?).

Work in progress

- None identified.

Areas for improvement

- The force Neighbourhood Policing project board approved the current training programme; however, there is no overarching training strategy, corporate training needs analysis or specific governance arrangements for the training requirement. As responsibility for delivery and quality assurance has been passed to area training units, there is limited means to assess whether initial and ongoing training has been delivered to a common corporate standard and reflects the local needs of areas.
- The force has used the NPIA Neighbourhood Policing workbook to train staff. Staff report frustration that this is focused on Home Office forces and not representative of BTP's operating environment. There is a need to refine this product to address and articulate the Neighbourhood Policing objectives of BTP.
- Current training arrangements mean that the Neighbourhood Policing course does not result in either a pass or a fail; the process is largely subjective, based on the area trainer's interpretation of workshop activity and applying the package. While evaluation sheets are used within the training sessions, there is no overarching review or analysis of training feedback to capture organisational learning.

NP16

Summary – An abstraction policy is in action, with targets and regular monitoring. There is a broad understanding within areas of the application and scope of this policy.

Strengths

- The force has a published abstraction policy, to ensure that staff spend 85% of their available operational time in their primary role, on designated Neighbourhood Policing areas. The policy clearly details duties that would fall within the definition of an abstraction. There is a good understanding of and effective compliance with the

abstraction policy among staff, supervisors and the control room. It is the role of the Neighbourhood Policing co-ordinator to monitor compliance with the policy.

Work in progress

- None identified.

Areas for improvement

- None identified.

NP17

Summary – The force is developing a performance framework to direct and monitor Neighbourhood Policing activity and effectiveness.

Strengths

- Areas have developed performance frameworks that capture the contribution of Neighbourhood Policing to force and area policing objectives. These are embedded in the regular area performance review cycle and appropriate monitoring and feedback are in place.

Work in progress

- The force has recognised the need to establish a performance framework that measures Neighbourhood Policing activity, performance against agreed priorities and resource deployment. The 2008–11 policing plan provides this framework and will be in place from 1 April 2008. The framework measures performance outputs and outcomes, including crime and disorder reduction, anti-social behaviour reduction and public confidence.

Areas for improvement

- None identified.

Appendix 1: Glossary of Terms and Abbreviations

A

ACC	assistant chief constable
ACPO	Association of Chief Police Officers
AIB	area intelligence bureau

B

BCU	basic command unit
BTP	British Transport Police
BTPA	British Transport Police Authority

C

CID	criminal investigation department
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F

FHQ	force headquarters
FIB	force intelligence bureau
FOC	freight operating company

H

HMI	Her Majesty's Inspector
HMIC	Her Majesty's Inspectorate of Constabulary

K

KIN	key individual network
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N

NIM	National Intelligence Model
NPIA	National Policing Improvement Agency
NPT	Neighbourhood Policing team

P

PACT	Police and Communities Together
PCSO	police community support officer
PDR	performance development review

S

SGC specific grading criteria

T

TCG tasking and co-ordination group

TOC train operating company

TTCG tactical tasking and co-ordination group