

Neighbourhood Policing and Citizens in Policing Strategy

2026 - 29

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V1.0	19/05/26	Amalgamation of previous strategies, realignment to the 2026-29 Force Strategy.	C/Supt Rams

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Introduction

This Neighbourhood Policing and Citizens in Policing Strategy outlines our commitment to ensure that Neighbourhood Policing is a fundamental part of how we all police the railway network. The focus of this strategy is to work with partners and communities to tackle those crimes and incidents which have the most impact on the confidence of those who travel, work, or use the railway network. 70% of passengers feel safe whilst travelling across the railway network. British Transport Police will achieve this by ensuring that Neighbourhood Policing is the focus of all our teams to reduce crime and incidents across the network. This strategy sets out an ambitious plan with a set of principles to reduce crime and calls to service. It takes into consideration our current patronage levels and is future proofed for Great British Railways. A key part of our strategy is to continue to transition to a singular Neighbourhood Policing model across the force to optimise our approach to reducing crime and engaging with communities.

Force Strategic Alignment

We understand the importance of people feeling safe when they use the railway network whether that is for work or leisure purposes. Neighbourhood Policing is a key component within our Guardians of the Railway (GoTR) Strategy 2026-2029, where we work with our partners to create a hostile environment for criminals, with a focus on crime reduction, tackling serious crime, and protecting those who are vulnerable.

Crime prevention is golden thread through our GoTR Strategy. In support of this, Neighbourhood Policing will focus on our visibility across the network and quality problem solving with partners. This directed focus of our teams will reduce crime and increase engagement with passengers and staff whilst on patrol. This will lead to an increase in visibility at our problem locations, which will be supported and delivered by quality problem solving plans. Whilst working with partners to achieve localised crime and incident reductions. The success will be measured by a reduction in crime and incidents evidenced by data, an increase in our visible patrols, and by the stakeholder completing the problem-solving plan closure survey which will evidence that the objective of the plan has been met. This strategy embeds a strong ethos of working with partners to ensure that we integrate policing and security, and ensure there is an increase in partnership working underpinned by stronger integration. It links directly to our force strategic objectives and our policing plan by strengthening our visible presence and improving coordination. Our ambition is to integrate RSAS and rail security for them to support and embed a unified security model to better coordinate security assets across the railway network.

Building up trust and confidence of staff and passengers to defeat criminality is an essential part of Neighbourhood Policing. A fundamental part of this strategy is to engage communities across the country, listen to their concerns, and for the local teams to engage and prioritise those issues which align to our strategy. This will be evidenced by the stakeholder engagement tracker submissions. The Neighbourhood Policing and Citizens in Policing Strategy supports the governmental and rail priorities of preventing disruption, and a focus on Violence Against Women and Girls. Both of which are outlined within our new policing strategy for 2026- 29.

The Strategy also embeds the National Police Chiefs Council Neighbourhood Policing ethos and principles of:

- Engaging communities
- Solving problems
- Targeting activity
- Developing and sharing learning
- Developing our people
- Building analytical capability
- Promoting the right culture

The Policing Vision 2030, Policing Vision 2030 developed by the sector-led Strategic Policing Partnership Board. Supporting the outcomes for increased public trust in the police to keep them safe and more collaboration and partnership working to prevent crime and criminality. The governmental Neighbourhood Policing Guarantee is layered throughout this strategy to ensure that all of our Neighbourhood Policing work directly contributes towards the wider aims of governmental strategy.

Goals

This strategy needs to achieve the following:

- Embed Neighbourhood Policing as a force-wide operating model, ensuring all departments and teams are aligned to its core principles and delivering a consistent, optimised approach across the country.
- Achieve sustained reductions in crime and incidents through embedded problem solving, effective training, integrated security policing, and stronger collaboration with partners and external stakeholders.
- Maximise delivery capacity by fully integrating the extended policing family—Special Constables, accredited staff, volunteers, scrutiny and advisory groups, and chaplains—into the strategy with clear intent and defined contribution.
- Build trust and confidence through structured community engagement, with specific focus on black communities under the Race Action Plan and targeted educational delivery within schools as part of a wider engagement approach

Assessment

There are certain factors which will influence the success of this overall strategy. There will be some of our people who will require upskilling in problem solving training. This will require some of our people to work differently to embed the Model. The force are now going through an uplift programme which will see an additional 180 officers across the country over the next two year and for BTP to roll out a Neighbourhood Package across the organisation in a staged manner.

The governmental priorities set out under the Neighbourhood Policing Guarantee launched in April 2025, as part of the Safer Streets Mission which require a greater focus on Neighbourhood Policing which includes increased visibility in communities. This supports our approach of implementing a singular Neighbourhood Policing structure which will optimise all

our teams to deliver the NPCC NPT principles. This will allow all our teams to contribute to problem solving, visibility and engagement with local communities supporting the new patrol strategy. The current political climate has led to an increase in social unrest with protests taking place across the country which require a policing response. There have been protests in relation to governmental policy, cost of living and environmental matters to name a few. 70% of passengers feel safe whilst travelling across the network, and the main concern of passengers and staff is ASB. The strategy is reliant on staffing of the PCSOs (England/Wales) where their primary focus is on delivering Neighbourhood Policing. Recruitment and retention of PCSOs across the force is challenging, due to movement into PC roles at a time the police are growing, and also the competitive jobs market especially in the railway industry. There are several workstreams in place for BTP to retain, and recruit into these roles. This may impact BTP in achieving the overall strategy.

Objectives.

- **Embed Neighbourhood Policing as a force wide operating model, ensuring all departments and teams are aligned to its core principles and delivering a consistent, optimised approach across the country.**

Neighbourhood Policing will be a golden thread running through all departments and teams across British Transport Police, ensuring a consistent, optimised, and intelligence-led approach nationally.

How we will embed Neighbourhood Policing

- Neighbourhood Policing will be embedded as a force-wide operating model, overseen at Chief Officer level through a governance board, ensuring alignment of policies, business cases, and operational priorities.
- All departments will align to the core principles of visibility, engagement, prevention, and problem solving, recognising that every contact with the public leaves a trace.
- Our teams will be effective and efficient at offender management, focusing on those who cause the greatest harm.
- All teams will have access to Data Hub and Geospatial tools, allowing local research using crime, incident, and vulnerability data to identify hotspots and emerging threats.
- Officers and staff will be effectively briefed using the latest intelligence, ensuring deployments and taskings target offenders, locations, and victims most at risk.
- The Neighbourhood Policing Toolkit on the Force Intranet will support consistency in problem solving, ASB legislation, and crime prevention approaches.
- Knowledge, learning, and best practice will be shared through:
 - The Knowledge Hub
 - The Learning Management System
 - The Lessons Exploitation Centre (LXC)
 - National and Divisional Neighbourhood Policing meetings

- NPCC Neighbourhood Policing forums, ensuring alignment with Home Office forces while recognising BTP's unique operating environment.

This will deliver

- Consistent application of Neighbourhood Policing principles across the force.
- Strong governance, supervisory oversight, and organisational accountability.
- Improved use of intelligence, learning, and evidence-based policing.
- **Achieve sustained reductions in crime and incidents through embedded problem solving, effective training, integrated security policing, and stronger collaboration with partners and external stakeholders.**

Achieving long-term reductions in crime and disorder requires proactive, localised, intelligence-led problem solving delivered in partnership.

How we will reduce crime and incidents

- We will target offenders who cause the greatest harm, decided through local tasking and stakeholder engagement.
- Teams will focus on persistent community problems, identifying root causes rather than managing symptoms.
- We will work closely with railway partners, local police NPTs, local authorities, third-sector organisations, and academia to coordinate prevention and enforcement.
- Seasonal trends, performance data, and vulnerability patterns will inform sustainable patrol plans, overlaid with community and stakeholder feedback.
- We will adopt early intervention and prevention-focused activity, using evidence-based approaches to reduce duplication between partners.
- Teams will use a structured OSARA problem-solving model (Objective, Scanning, Analysis, Response, Assessment).
- Problem Solving Plans (PSPs) will be:
 - Robustly managed
 - Subject to supervisory grip
 - Closed only when objectives are met or alternative actions agreed with partners
- Insight Analysts will support more complex analytical requirements to ensure patrol plans and interventions are effective.
- Successful problem-solving activity will be recognised through internal and external awards, audited for quality, and shared nationally.

This will deliver

- Sustained reductions in crime, ASB, and incidents.

- PSPs that address issues that matter most to the public and rail staff.
- Improved partnership effectiveness and shared accountability.
- Central oversight of PSP quality, content, and impact.

• Maximise delivery capacity by fully integrating the extended policing family—Special Constables, accredited staff, volunteers, scrutiny and advisory groups, and chaplains—into the strategy with clear intent and defined contribution.

We will maximise our delivery capacity by fully integrating the extended policing family and providing clarity of purpose and contribution.

How we will integrate the extended policing family

- Special Constables, PCSOs, Cadets, Volunteers, Chaplains, accredited staff, and advisory groups will be fully embedded into Neighbourhood Policing activity.
- The extended policing family will:
 - Enhance visibility, accessibility, and engagement
 - Support patrols, prevention initiatives, and community reassurance
 - Act as ambassadors for British Transport Police within communities
- Clear pathways will be promoted for community members wishing to join British Transport Police.
- Activity Tracker and Stakeholder Engagement Tracker submissions will evidence:
 - Visibility and deployment
 - Engagement activity
 - Preventative and reassurance activity
- Supervisors will identify skills and capacity gaps through:
 - PDR processes
 - Divisional and Strategic Boards
 - Ongoing engagement with the Network Policing Support Team.

This will deliver

- Increased visible policing presence.
 - Better use of skills and lived experience.
 - Improved organisational resilience and capacity
- Build trust and confidence through structured community engagement, with specific focus on black communities under the Race Action Plan and targeted educational delivery within schools as part of a wider engagement approach**

Trust and confidence are foundational to effective policing. When communities trust the police, they report crime, share intelligence, and actively participate in problem solving.

How we will build trust and confidence

- Engagement will be structured, deliberate, and inclusive, recognising the diversity of railway communities including passengers, staff, retailers, and partners.
- We will maintain both formal and informal engagement channels, listening to communities to shape operational priorities.
- Teams will:
 - Support local and national media campaigns
 - Use social media and virtual engagement creatively and transparently
 - Share good news stories and deliver visible improvements where required
- Independent Advisory Groups (IAGs) and External Scrutiny Groups will act as critical friends, informing strategy and operational decisions.
- There will be a specific focus on engagement with black communities, in line with the Police Race Action Plan.
- We will promote a culture aligned to our Inclusion and Diversity Strategy, ensuring communities feel confident, engaged and protected through fair, transparent and accountable policing.
- Educational and preventative engagement will be expanded, including targeted delivery within schools as part of wider engagement activity.
- Stakeholder sentiment and public confidence will be tracked through:
 - Public Attitude Surveys
 - Sentiment analysis
 - Engagement tracker evidence
- Professional Standards will ensure complaints are handled within relevant timescales, reinforcing fairness, transparency, and accountability.

This will deliver

- Increased public confidence in policing.
- Greater independent scrutiny and accountability.
- Stronger, trust-based relationships with communities and stakeholders.

Monitoring

The delivery of this strategy will be monitored through the Neighbourhood Policing and Citizens in Policing governance board. This meeting is attended by Heads of Department, key divisional leads and work strand leads. The priorities will be set through this governance board. The lead for Neighbourhood Policing oversees the strategic portfolio and board, any strategic risks being raised at the meeting will be raised to the Chief Officer lead. The board will be able to monitor and review the progress made for each of the objectives by allowing the

relevant work strand lead to update the meeting, and for us to use the latest data to identify progress. Strategic risks, best practice and updates will all be considered and acted upon where necessary.

The board will also be able to introduce data sets to support its monitoring of the objectives.

This will include at each board meeting:

- Reviewing PSPs for best practice, are they focussed on the right location, are they having an impact, any themes from stakeholder closure feedback (Objective to achieve over 90% stakeholder satisfaction), are there any other locations which require the opening of a plan according to latest crime/incident data.
- Reviewing the activity, and stakeholder engagement tracker submissions for patterns and increased visibility, are they focussed in the right areas to impact on visibility and reducing crime. To ensure the focus of activity remains on the priorities of reducing crime, and engaging communities.to increase the number of tracker submissions.
- Reviewing the community engagement activity observations for any patterns.
- To review the performance of RSAS accredited staff, and to review are they focussed on the same priority locations as BTP have identified.
- Monitoring Special Constabulary contribution around minimum hours and ensuring that they are focussing on this strategy. Specials Plan
- Reviewing complimentary policing such as volunteers to understand their value add and impact with an increased volume of hours.
- To reduce ASB incidents across the force.

