

# PRACTICE ADVICE ON PROFESSIONALISING THE BUSINESS OF NEIGHBOURHOOD POLICING

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Produced on behalf of the  
Association of Chief Police Officers  
by the National Centre for Policing Excellence



**CENTREX**  
HELPING TO DEVELOP POLICING

## PRACTICE ADVICE ON PROFESSIONALISING THE BUSINESS OF NEIGHBOURHOOD POLICING

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# Section 1

## NEIGHBOURHOOD POLICING INTRODUCTION

This section contains information on:

- The purpose of neighbourhood policing;
- The scope of this practice advice;
- The background to neighbourhood policing;
- Future developments and influences.

## 1.1 THE PURPOSE OF NEIGHBOURHOOD POLICING

The purpose of neighbourhood policing is to deliver the right people, at the right places and in the right numbers, in order to create neighbourhoods that are safe and feel safe.

Neighbourhood policing has three requirements. These are:

- The consistent presence of dedicated neighbourhood teams capable of working with the community to establish and maintain control – to be visible, accessible, skilled, knowledgeable and familiar to the community;
- Intelligence-led identification of community concerns – prompt, effective, targeted action against those concerns;
- Joint action and problem solving with the community and other local partners – to improve the local environment and quality of life within the community.

When these requirements are met, the Police Service is able to address the expectations of the community to have:

- **Access** – to policing or community safety services through a named point of contact;
- **Influence** – over community safety priorities in their neighbourhood;
- **Interventions** – joint action with communities and partners to solve problems;
- **Answers** – sustainable solutions to problems and feedback on results.

## 1.2 THE SCOPE OF THE PRACTICE ADVICE

This updated and revised practice advice is intended to support forces, from ACPO level through to delivery level practitioners, in the continued development, implementation and integration of neighbourhood policing by:

- Defining the neighbourhood policing principles and the critical success factors in the delivery of those principles;
- Defining the policing contribution towards the shared agenda for neighbourhood management;
- Enabling the integration of neighbourhood policing into mainstream policing by compliance with the principles of the National Intelligence Model (NIM), including guidance on establishing a framework for collaborative partnerships which is based on shared intelligence, problem solving and common tasking practices.

A local approach to policing should be flexible and adapted to local circumstances. This document does not identify specific models or tactics as good practice, but sets out a framework within which common operating principles can be applied across all forces.

Further tactical guidance on neighbourhood policing is available in the guides published by the Neighbourhood Policing Programme team and other products that are currently under development. Published documents include the BCU Commanders Guide, the Neighbourhood Team Guide and the Partnership Guide. They are available on the Neighbourhood Policing Programme website: <http://www.neighbourhoodpolicing.co.uk>

Further advice on NIM will be available in *ACPO (forthcoming) Practice Advice on Tasking and Co-ordination*. Relevant extracts from this document are included in *4 Neighbourhood Policing Within NIM*.

## 1.3 THE BACKGROUND TO NEIGHBOURHOOD POLICING

The *Home Office (2004) Strategic Plan 2004-8* and the government White Paper *Building Communities, Beating Crime (2005)* set out a vision for policing which is accessible and responsive to citizens' needs, and present neighbourhood policing as a key component of the Police Reform Programme. In addition, the Public Service Agreements for the Home Office, Department for Communities and Local Government, Department of Constitutional Affairs and Crown Prosecution Service all reflect a commitment to neighbourhoods. This matches the commitment of ACPO to neighbourhood policing.

This document provides national guidance underpinning an approach to neighbourhood policing across the Police Service. It is based on research and evidence supporting the effective delivery of crime reduction, reassurance and public confidence outcomes.

### 1.3.1 RESEARCH AND EVIDENCE

Part of that evidence resulted from the National Reassurance Policing Programme (NRPP), a model of neighbourhood policing that had three key elements:

- Increased visibility and familiarity of police officers including Community Support Officers (CSOs) in the local area;
- Engagement with the community to identify their priorities for action;
- Targeted collaborative problem solving to tackle the issues which matter most to communities.

The NRPP operated sixteen trial sites in eight forces during 2002-05. The Research, Development and Statistics Directorate at the Home Office conducted an evaluation of the programme across these sites. This study was designed to measure the impact of the programme on public perceptions of crime and anti-social behaviour (ASB), feelings of safety, worry about crime, public engagement, satisfaction and confidence in the police, and levels of social capacity. The evaluation, one of the most robust and extensive trials carried out on this type of policing, provides a consistent picture of positive change in key outcome indicators that can be attributed to neighbourhood policing.

It also demonstrated statistically significant improvements in relation to crime and perceptions of crime, perceptions of ASB, feelings of safety, perceptions of community engagement and overall public confidence in the police.

- Public confidence in the police increased five times as much in the wards with neighbourhood policing compared to those wards without (fifteen percentage points compared with three).
- The reduction in the number of people who reported being a victim of crime in the previous twelve months was twice as great in neighbourhood policing wards than those without (ten percentage points compared with five).
- Across all the sites, the percentage of people who thought there was little or substantially less crime locally increased more than three times as much as in similar non-NRPP sites (fifteen percentage points compared with four).
- The public noticed a reduction in ASB in NRPP sites. In one ward the percentage of people who thought teenagers hanging around was a problem fell (from 70 per cent to 54 per cent), while in a similar non-NRPP site the percentage of people perceiving a problem increased (from 52 per cent to 57 per cent).

- Across the NRPP sites there was a small improvement over twelve months in people feeling safe in their local area after dark, while in similar non-NRPP sites fewer people felt safe (a one percentage point increase compared with three percentage points decrease). Concerns about crime fell across the NRPP sites. Worries about physical attack decreased more in NRPP sites than in similar sites (a ten percentage points reduction compared with six).
- In relation to community engagement, the percentage of those who thought the police put effort into finding out what local people thought increased sixteen times as much in the wards with NRPP, compared with those without. In addition, public perception of police effectiveness in working with the community increased by ten per cent in NRPP sites (there was no change in similar sites).
- In terms of visibility and familiarity, the percentage of people who knew the police who worked in their local area by name or sight increased six times as much in NRPP sites compared with sites without (twelve percentage points compared with two).

The pattern of results in individual sites clearly demonstrates that visibility and familiarity were not enough in themselves to improve confidence or to reduce crime and perceptions of anti-social behaviour. It is evident that targeted engagement and problem solving are essential to effective neighbourhood policing.

### 1.3.2 SIGNAL CRIMES PERSPECTIVE

The NRPP found that the operational application of the Signal Crimes Perspective (SCP) was an important success factor in neighbourhood reassurance. The SCP is equally valid in neighbourhood policing. The primary focus of the SCP is that some incidents of crime and disorder can act as warning signs to the public about the distribution of risks to their security in everyday life. Some crimes and disorderly behaviours will, therefore, have a disproportionate impact on public perception of risk.

A **signal crime** is any criminal incident that causes change in the public's behaviour and/or beliefs about their security.

A **signal disorder** is an act that breaches social order conventions and signifies the presence of other risks. These can be social or physical in nature.

Additionally, **signal crimes research** has defined three types of priorities that can be identified and dealt with in any neighbourhood.

- Policing Priorities – These are the non-negotiable crimes and incidents that the Police Service has both a duty and responsibility to investigate and deal with – such things as offences of burglary, domestic violence, child abuse.
- Acute Neighbourhood Priorities – Things that are important and serious to a small number of people, and are more often than not confined to a relatively small area – such as problem families, drunkenness and abusive behaviour.
- Chronic Neighbourhood Priorities – These are the highly visible, low-level issues that are witnessed by a large majority of the community as part of their daily routines, and are responsible for a disproportionately negative impact on the public's perception of risk and fear. These are the issues that make the majority of people worry about their personal safety – such as graffiti, criminal damage, anti-social behaviour, fly-tipping and dog fouling.

Unlike previous approaches that have concentrated on explaining fear of crime, research on the SCP found that members of the public perceived various risks in relation to different problems of crime and disorder. The perceptions of these risks had a number of effects. These effects can be grouped together according to the way they change how people think, feel or behave.

As well as providing an innovative method of interpreting how the public sees and understands problems of crime and disorder, the SCP also assists in targeting police resources to those incidents that matter most to the public in a particular neighbourhood, see [1.3.3. Citizen Focus](#).

### 1.3.3 CITIZEN FOCUS

Neighbourhood policing, integrated with other policing services, improves the opportunity, capacity and capability to achieve the citizen focus outcomes as set out in the *Home Office (2005) National Policing Plan 2005-2008*. These are to:

- Improve the experience of policing for all those who come into contact with the police, including victims and witnesses;
- Engage effectively with the public;
- Give the public a say as to how they are policed, and inform them of the statutory minimum requirement of information that each household can expect to receive;
- Promote organisational and cultural change to bring about increasingly responsive services, using feedback from frontline staff and the public to continuously improve them.

Considering these ambitions, forces must be able to justify the deployment of capability against need while setting service standards for responsiveness and accessibility for all citizens. Citizen focus can be viewed as:

- An outward-looking philosophy;
- Defining and keeping promises made to the public;
- Measuring responsiveness through the Quality of Service Commitment.

## 1.4 FUTURE DEVELOPMENTS AND INFLUENCES

This practice advice represents the current level of evidence-led practice available to the Police Service. Neighbourhood policing, as an essential part of the reform agenda, remains at the heart of a dynamic process and is subject to continuous development. Further evidence-led practice will be disseminated through the neighbourhood policing website and future editions of this practice advice.

A number of areas are currently in development and the products resulting from these will be introduced over the next twelve months, see [1.4.1 Tactical Evaluation and Research](#) to [1.4.4 Other Developments](#).

### 1.4.1 TACTICAL EVALUATION AND RESEARCH

In addition to the Home Office RDS strategic research programme, the National Neighbourhood Policing Team are carrying out tactical level research and evaluation to support implementation of neighbourhood policing. This research aims to:

- Identify effective practice in the field and transferable learning from this;
- Provide robust advice on neighbourhood policing to police practitioners and partners;
- Provide evidence to support the guidance being produced by the Neighbourhood Policing Programme Team.

Ongoing research includes the relationship between the Volume Crime Management Model and neighbourhood policing, the structure of neighbourhood policing teams in different environments and creating opportunities for engagement. Further research areas are under development.

#### 1.4.2 PERFORMANCE

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The programme team has worked closely with HMIC to develop the neighbourhood policing and problem-solving baseline assessment and associated domains of the Policing Performance Assessment Framework. Additionally, performance pilots are underway in a number of forces with the aim of developing robust outcome (satisfaction and confidence) performance measures at force, BCU and neighbourhood level.

#### 1.4.3 CENTREX

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Centrex is developing a number of training products to support neighbourhood policing. These range from new modules for the Core Leadership Development Programme to bespoke packages for forces, partners and practitioners.

#### 1.4.4 OTHER DEVELOPMENTS

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Other developments that will impact on neighbourhood policing include *Home Office (2005) National Community Safety Plan 2006-2009*; *Central Office of Information (COI) (2006) Respect Action Plan* and the work being developed by the Respect Task Force; the *Police and Justice Bill 2006*; *Home Office (2006) Review of the Partnership Provisions of the Crime and Disorder Act 1998 – Report of Findings*; the Single Non-Emergency Number (SNEN) at: <http://snen.homeoffice.gov.uk/> and the Department for Communities and Local Government (DCLG): <http://www.cleansafergreener.gov.uk>

# Section 2

## NEIGHBOURHOOD POLICING PRINCIPLES

This section contains information on:

- The key principles of neighbourhood policing;
- A more detailed explanation of each principle;
- Evidence-based critical success factors.

## 2.1 KEY PRINCIPLES OF NEIGHBOURHOOD POLICING

### Neighbourhood policing:

- Is an organisational strategy that allows the police, its partners and the public to work closely together to solve problems of crime and disorder, and improve neighbourhood conditions and feelings of security;
- Is a mainstream policing activity and integrated with other policing services;
- Requires evidence-based deployment of neighbourhood teams against identified need;
- Establishes dedicated, identifiable, accessible, knowledgeable and responsive neighbourhood policing teams which provide all citizens with a named point of access;
- Reflects local conditions and is flexible, responsive and adaptable;
- Allows the Police Service to work directly with the local community to identify the problems that are most important to them, thereby giving people direct influence over local policing priorities;
- Establishes a regime for engaging other agencies and the public in problem-solving mechanisms;
- Uses NIM as the basis for deployment;
- Requires an effective engagement, communication and feedback strategy, and a clear explanation of where accountability lies;
- Should be subject to rigorous performance management including clear performance monitoring against a local plan and commitments made to neighbourhoods.

### 2.1.1 CRITICAL SUCCESS FACTORS

The key principles of neighbourhood policing are explained in more detail in [2.1.2 Organisational Strategy](#) through to [2.1.11 Performance Management](#). Evidence-based critical success factors are included within these explanations. They have been identified through the evaluation of the National Reassurance Policing Programme, *Home Office (2006) Research Study 296*, *Home Office (2006) Research Study 297 – A National Evaluation of Community Support Officers*, and the findings of the Neighbourhood Policing Programme team.

The findings indicate that the presence of these factors is essential in the effective implementation and improved impact of neighbourhood policing.

### 2.1.2 ORGANISATIONAL STRATEGY

Neighbourhood policing is an organisational strategy that allows the police, its partners and the public to work closely together to solve the problems of crime and disorder, and to improve neighbourhood conditions and feelings of security.

- Neighbourhood policing is based on genuine community engagement and collaborative partnerships in identifying, addressing and solving local problems. The participation of the public and other agencies in finding solutions to problems means that strategies will need to be flexible, adaptable and reflect local conditions.
- Leadership is critical to the success of neighbourhood policing. Addressing issues of public concern requires local leaders within all organisations to take responsibility, be accountable and drive through solutions.

**Critical Success Factors – Organisational Strategy**

- Clear strategic leadership and the integration of neighbourhood policing principles into force policing plans.
- Partnership engagement going beyond a simple briefing process, and actively seeking partner participation in the governance structure at both force and BCU levels.
- A partnership engagement process which recognises and impacts on the strategic aims of partners and the Police Service.
- Properly resourced, skilled and dedicated project teams with support from and routine access to the strategic lead.
- Programme or project plans that include a vision, milestones, end dates and critical paths emphasising interdependencies and giving clear timelines for overall resourcing and introduction of neighbourhood policing.

**2.1.3 INTEGRATED POLICING ACTIVITY**

Neighbourhood policing is a mainstream policing activity, integrated with other policing services.

- Neighbourhood policing recognises the demands on the Police Service and addresses many of them with a local dedicated presence. The extent to which neighbourhood teams absorb response to calls, investigation and tactical intervention depends on the local context. All these functions must be co-ordinated so that the entire policing effort works on a complementary basis.
- A visible policing presence addressing overt signs of crime and disorder will have a positive impact on community confidence and perceptions of security, and can lead to overall reductions in demand. While neighbourhood teams carry much of the responsibility for tackling these kinds of issues, the Tasking and Co-ordination Group (T&CG) process will ensure that other elements of policing take into account local priorities and support neighbourhood team efforts.

**Critical Success Factors – Integrated Policing Activity**

- Call handlers and response officers being aware of the most vulnerable neighbourhoods and public priorities.
- Intelligence gathered from local people being given proper recognition.
- Briefings reflecting community concerns about confidence and feelings of safety.
- Allocation policies on response and investigation taking account of public priorities.
- Investigators using the local knowledge of neighbourhood teams to improve investigations.
- Using problem solving to support all policing activity, not just neighbourhood issues.
- Involving neighbourhood teams in planning responses to critical incidents.
- Including public confidence and satisfaction in policing as key performance outcomes.

#### 2.1.4 EVIDENCE-BASED DEPLOYMENT

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Neighbourhood policing requires evidence-based deployment of neighbourhood teams against identified need. This involves:

- Ongoing assessments of vulnerability, victimisation and community tension, as part of the NIM process;
- Basic Command Units (BCUs) supporting a collaborative problem-solving capability without detracting from standards of response, investigation and critical incident management;
- Deploying the right people in the right place and in the right numbers.

#### 2.1.5 DEDICATED TEAMS

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Neighbourhood policing establishes dedicated, identifiable, accessible, knowledgeable and responsive neighbourhood policing teams which provide all citizens with a named point of access.

These teams are dedicated to:

- Localities and have a clear commitment to creating order through visible guardianship;
- Providing time and effort to crime prevention and solving longer-term problems;
- Deployment plans which recognise the importance of balancing fast-track responses with more timely problem resolution.

Neighbourhood policing teams should have clearly defined roles and performance frameworks.

Where Safer School Partnerships are in place or being developed, they should be incorporated within neighbourhood policing teams as this will provide opportunities to identify and address the priorities and needs of school students and staff. It will also allow wider community issues about the school population and environment to be addressed.

The use of CSOs and members of the extended policing family improves the resilience of the team and increases opportunities for engagement and problem solving.

##### **Critical Success Factors – Dedicated Teams**

- Identifying and addressing training needs.
- Delivery of joint training to police, partners and community members, especially in problem solving.
- The dedication of CSOs to a neighbourhood team when dealing with issues of anti-social behaviour.

#### 2.1.6 LOCALLY DEPENDENT

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Neighbourhood policing approaches should reflect local conditions and be flexible, responsive and adaptable. The size and composition of neighbourhoods and neighbourhood teams should vary according to local need and resources, but must be such that they support local priorities being dealt with effectively.

#### 2.1.7 PUBLIC PRIORITIES

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Neighbourhood policing allows the Police Service to work directly with local people in identifying the problems that are most important to them, thereby giving the public direct influence over local policing priorities.

**Critical Success Factors – Public Priorities**

- Creating mechanisms for the public to identify their local concerns and priorities.
- Using Key Individual Networks (KINs) to maintain effective communications to and from the community, assist in setting priorities and identify emerging issues.
- The participation of partnership agencies in priority identification.
- The management of public expectation in relation to capacity and capability.
- Ensuring that the public receive feedback on progress, and have the opportunity to review priorities at regular intervals. The frequency of this process should be agreed with partners and the public. Current evidence is that a process occurring between monthly and quarterly intervals is normally sufficient to identify any issues that emerge, and changes in priorities.

**2.1.8 COLLABORATIVE PROBLEM SOLVING**

Neighbourhood policing establishes a regime for engaging with other agencies and the public in collaborative problem-solving mechanisms.

- It recognises the contributions that can be made by volunteers, community advocates and the general public, particularly in identifying and participating in appropriate and sustainable solutions.
- It provides a commitment to problem solving rather than problem maintenance, while removing the visible symptoms of problems that can generate insecurity. This can also be expressed as a commitment to create and maintain order in preference to having to control order on a regular basis.
- It includes an accountability structure that identifies named responsible police officers, partners or community members for each element of the problem-solving process.

**Critical Success Factors – Problem Solving**

- Collaborative problem solving where the community is involved in problem definition, analysis and delivery of solutions.
- Use of collaborative problem solving within NIM processes.
- The use of multiple sources of information and rigorous problem definition.

### 2.1.9 INTELLIGENCE-LED DEPLOYMENT

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Neighbourhood policing uses NIM as the basis for deployment.

- A fundamental requirement for the success of neighbourhood policing is its integration within NIM, offering the means to identify, respond and assess the impact of policing in relation to neighbourhoods.
- Neighbourhood policing should be driven by information that has been rigorously analysed, and by the disciplines of multi-agency tasking and co-ordination at appropriate levels.
- In particular, neighbourhood policing requires the development of demographic and social data, crime and incident data, and the recognition of public priorities on a geographic basis. This means the development, within the intelligence framework, of problem profiles identifying locations of greatest need and underlying problems.
- Intelligence assessments will identify public concerns as intelligence issues so that they can be assessed and profiled, providing a basis for strategic and tactical decision making.
- Results analysis should be undertaken to evaluate outcomes and identify learning.

#### **Critical Success Factors – Intelligence-Led Deployment**

- The clear and robust exchange of information including the use of joint data hubs and shared analytical capacity.
- Ensuring that initial strategic partnership involvement is maintained and translated into joint action at all levels of delivery.

### 2.1.10 COMMUNITY ENGAGEMENT AND COMMUNICATION

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Neighbourhood policing requires an effective engagement, communication and feedback strategy, and a clear explanation of where accountability lies.

- Efficient, ongoing community engagement develops confidence and feelings of security within neighbourhoods.
- Community engagement plans should specifically address the needs of hard-to-reach/hear and minority groups (eg, Black and Minority Ethnic (BME) communities, young people, people with disabilities and transient populations).
- Community engagement means enabling citizens' participation in policing at their chosen level. This could include receiving information and reassurance, identifying and implementing solutions to local problems, and influencing strategic priorities and decisions.
- Police and partners have a responsibility to engage with and, unless there is good reason, to respond to identified community priorities.
- A key aspect of community engagement is the provision of information on policing in a format and context that meets locally identified needs. This may require a diverse range of marketing and communications options and tactics.

**Critical Success Factors – Engagement**

- Sharing resources with local authorities to develop community engagement plans.
- An approach to neighbourhood engagement that goes beyond public meetings to include, for example, street briefings, house-to-house calls, 'have a say' days, use of KIN and other innovative methods.
- Tailoring community engagement processes to the specific needs of individual communities – including the police going to the community rather than expecting communities to come to them.
- Ensuring that engagement strategies specifically address the needs of hard-to-reach/hear groups and minority groups.
- Dedicating CSOs to neighbourhoods in order to increase community engagement.
- Developing officers' visibility and familiarity to incorporate accessibility and the delivery of interventions to improve public confidence.
- Using community engagement processes as opportunities to actively involve community participants in problem-solving processes.

**Critical Success Factors – Communication**

- Joint communication strategies with Crime and Disorder Reduction Partnerships (CDRPs), Community Safety Partnerships (CSPs) and other relevant partners.
- Communication strategies addressing the needs of both the internal (police) and external (neighbourhoods and partners) communities, and linking formal and informal means of communication.
- Internal and external marketing of the successes achieved in neighbourhoods.
- Sufficient communications resources at both force and BCU level to enable delivery of the communication strategy.

**2.1.11 PERFORMANCE MANAGEMENT**

Neighbourhood policing is supported by a performance management framework and monitoring set against a local plan and commitments made to neighbourhoods.

- Neighbourhood policing requires local measures that monitor public priorities, interventions against these (including partner and public participation) and feedback received from the public.
- Neighbourhood policing requires the ability to monitor performance at every level. Performance data should be accessible on a geographic, team and individual basis.
- The performance development review should incorporate individual progress against neighbourhood policing priorities.

There are a number of areas within Her Majesty's Inspectorate of Constabulary (HMIC) Baseline and the associated domains of the Policing Performance Assessment Framework that have a relationship with neighbourhood policing. These include ASB and Customer Satisfaction/Accessibility.



# Section 3

## NEIGHBOURHOOD RESOURCING

This section provides information on the definition of neighbourhoods and advice on the use of the following resources:

- Neighbourhood policing teams;
- Community Support Officers;
- Special Constabulary;
- Voluntary organisations and volunteers;
- Partner resources.

## 3.1 NEIGHBOURHOODS AND TEAMS

### 3.1.1 NEIGHBOURHOODS

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Neighbourhoods are geographic areas of a size and character that best serves the needs of local communities. They are defined through local agreement between the police, partners and citizens. There must be a policing capacity within the neighbourhood to make a difference .

Citizens should know:

- What is being delivered and to what standard;
- How to access neighbourhood policing services;
- How to influence priorities.

People will have their own understanding of their neighbourhood, not necessarily based on the geography of the area but on their personal lifestyle, culture and history. Neighbourhood policing recognises this by supporting tailored responses within defined neighbourhoods.

This definition of a neighbourhood takes account of the majority of areas to be covered by neighbourhood policing teams and provides flexibility for chief officers.

Where there are communities not contained within a traditional geographic area, for example, a widespread community, transport system or rural community, these could also be treated as individual neighbourhoods which may require separate policing teams.

### 3.1.2 NEIGHBOURHOOD POLICING TEAMS

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These should meet the following criteria.

- Constituted from the police extended family and partnership resources – or having negotiated access to partnership resources.
- The size and constitution of the team should be decided through a clear process, taking account of need within neighbourhoods and supporting any planned future investment (eg, Neighbourhood Policing Fund).
- Subject to robust selection procedures to recruit officers with appropriate skills and backgrounds to deliver neighbourhood policing, including consideration of specific neighbourhood needs (eg, language skills).
- Specifically trained for the purpose.
- Permanently deployed to a defined geographical area or community (including consideration of co-location with partners).
- Provided with clear role descriptions and performance expectations.
- Accountable for delivery against local priorities.
- Subject to policies and processes that measure and manage retention or tenure and vacancy issues.
- Not abstracted for more than a defined percentage of their time (to be determined and monitored locally). The target abstraction level will be expected to be challenging and efficiently monitored within performance management frameworks.
- Have clear identification of leadership within the team.

## 3.2 COMMUNITY SUPPORT OFFICERS

Community Support Officers (CSOs) are a key element of neighbourhood policing teams. (CSO is used throughout this document for consistency, but applies equally to Police Community Support Officers (PCSOs)). The Home Office carried out an evaluation of CSOs between July 2004 and June 2005, resulting in the publication *Cooper, C. et al (2006) A National Evaluation of Community Support Officers*. A summary of the main findings of this study is given here.

### 3.2.1 ORGANISATIONAL STRUCTURE

To ensure that CSOs are used to best effect, they should be given adequate support and supervision and integrated into the organisation as part of a co-ordinated policing effort. This can be achieved by using CSOs in mixed community policing teams attached to a locality, and tasked with solving community problems. This structure fits with government objectives and the views expressed in the case study forces.

In neighbourhood policing teams, CSOs can work alongside police colleagues and other members of the policing family by becoming involved in a range of community problem-solving initiatives while still retaining their ability to build familiarity and trust within a fixed area. This approach may help to improve CSOs' job satisfaction and provide them with opportunities for lateral development within the role, without compromising the public's need for consistency in personnel. Locating CSOs within such a structure will provide them with day-to-day support and supervision in an integrated team. The structure will provide a sustainable management framework, even with the proposed increase in numbers of CSOs over the next few years.

### 3.2.2 UNDERSTANDING THE ROLE OF COMMUNITY SUPPORT OFFICERS

Communication is the key to the public and forces' understanding of the CSO role. In the case study areas, businesses often had a greater understanding of this role because they were given more information by the police, and there was some evidence that CSOs often called in to talk to local shopkeepers.

Once CSOs are deployed in areas, it is essential that there are opportunities for two-way communication with the public. Within the Police Service, information about the remit and role of the CSO must be fully understood prior to a CSO taking up post so that existing staff are prepared for their arrival. Again, two-way communication is essential within the Police Service and this can be improved through police officers and CSOs working together.

### 3.2.3 GOOD PRACTICE – EFFECTIVE USE OF COMMUNITY SUPPORT OFFICERS

The evaluation has shown that locally-based CSOs are most effective when the following is applied:

- The role has been clearly defined and is distinct from that of a neighbourhood police officer;
- Deployment and powers are appropriate for the role;
- They work as part of a neighbourhood team with police officers and other members of the policing family;
- They work in a fixed local area which enables the build-up of trust and familiarity;
- They work with young people and are used by practitioners in strategies to tackle ASB;
- They are deployed in accordance with NIM to make most effective use of their role, eg, hot spots of crime and ASB;
- They patrol on foot, but also engage with the local community through meetings and visits;
- They are accessible to the public with a contact number that is widely known and advertised locally;
- They are supervised from within the team and have regular contact with their supervisor;

- They are deployed by command and control to incidents, and these are within their beat area and appropriate to their powers, training and priorities;
- They are not given tasks that will detract from their primary reassurance and confidence-building role valued by the public;
- Their role is publicised and understood by the public.

The benefits of these are as follows:

- More effective impact;
- Greater integration within the policing family and increased police officer understanding and appreciation of the role of CSOs;
- Improved lines of accountability;
- Improved information sharing and intelligence about the neighbourhood, including collecting and collating evidence for Anti-Social Behaviour Orders;
- Potential for job satisfaction and opportunities for career development.

### 3.3 VOLUNTEERS

#### 3.3.1 SPECIAL CONSTABULARY

Members of the Special Constabulary have a key role to play in the delivery of neighbourhood policing. They are able to support neighbourhood policing by providing continuity, additional dedicated resources, local knowledge and skills, and the full police powers that they have. Where special constables have worked alongside neighbourhood policing teams, they have increased the effectiveness of those teams.

#### 3.3.2 VOLUNTARY ORGANISATIONS

Voluntary and community organisations such as local community and faith groups, Neighbourhood Watch groups, youth clubs and environmental groups can all play an important part in improving the quality of life in neighbourhoods.

Neighbourhood Watch (NHW) can, in particular, make a valuable contribution, not only in the identification of local priorities but also in providing local knowledge and problem solving in their communities. The most effective results with NHW have been when members of its groups have been active in responding, along with the police, to neighbourhood problems, eg, assisting in leaflet drops, property marking and community engagement.

#### 3.3.3 VOLUNTEERS

Volunteers, ie, individuals rather than voluntary groups or organisations, from all sections of the community, have a role to play in community engagement and the resolution of identified problems. Volunteers from local communities are recruited in some areas of England and Wales to work in support of neighbourhood teams in various roles, including administrative support, conducting reassurance call backs, conducting Environmental Visual Audits and working with communications officers. This gives police officers more time to focus on engaging with communities and addressing neighbourhood priorities.

#### 3.3.4 COMMUNITY SAFETY ACCREDITATION SCHEMES

Community Safety Accreditation Schemes allow individuals involved in a community safety role to be accredited and given a limited number of enforcement powers. Accredited persons provide additional 'eyes and ears' on the street and are a useful information source for neighbourhood teams.

### 3.4 PARTNER RESOURCES

The resources available from partners to form, or be allied to, neighbourhood teams will vary greatly in different areas. These may include neighbourhood managers, wardens, Youth Offending Team staff, and staff from environmental and cleansing services of local authorities.

The extent to which these staff are merged into the neighbourhood teams, or police staff are merged into teams led by neighbourhood managers, should be decided locally.



# Section 4

## NEIGHBOURHOOD POLICING WITHIN NIM

This section provides information on:

- How to co-ordinate neighbourhood policing activity through the tasking and co-ordination process;
- The value of community intelligence;
- The information that needs to be considered within the strategic assessment to support neighbourhood policing;
- Developing the strategic assessment;
- How to manage neighbourhood co-ordination;
- The essential elements of neighbourhood co-ordination.

## 4.1 NIM AND NEIGHBOURHOOD POLICING

NIM enables managers to organise information to help make resource deployment decisions, co-ordinate actions within and between different levels of policing and ensure that lessons are continually learnt and recorded for future use.

Chief Officers must implement neighbourhood policing in a way that complements and maintains NIM minimum standards to meet their statutory responsibility to comply with *ACPO (2005) Code of Practice on the National Intelligence Model*.

Police leaders should use NIM to manage disorder, anti-social behaviour and community safety, as well as crime and law enforcement. Neighbourhood policing will then be delivered in balance with all the other demands on police resources.

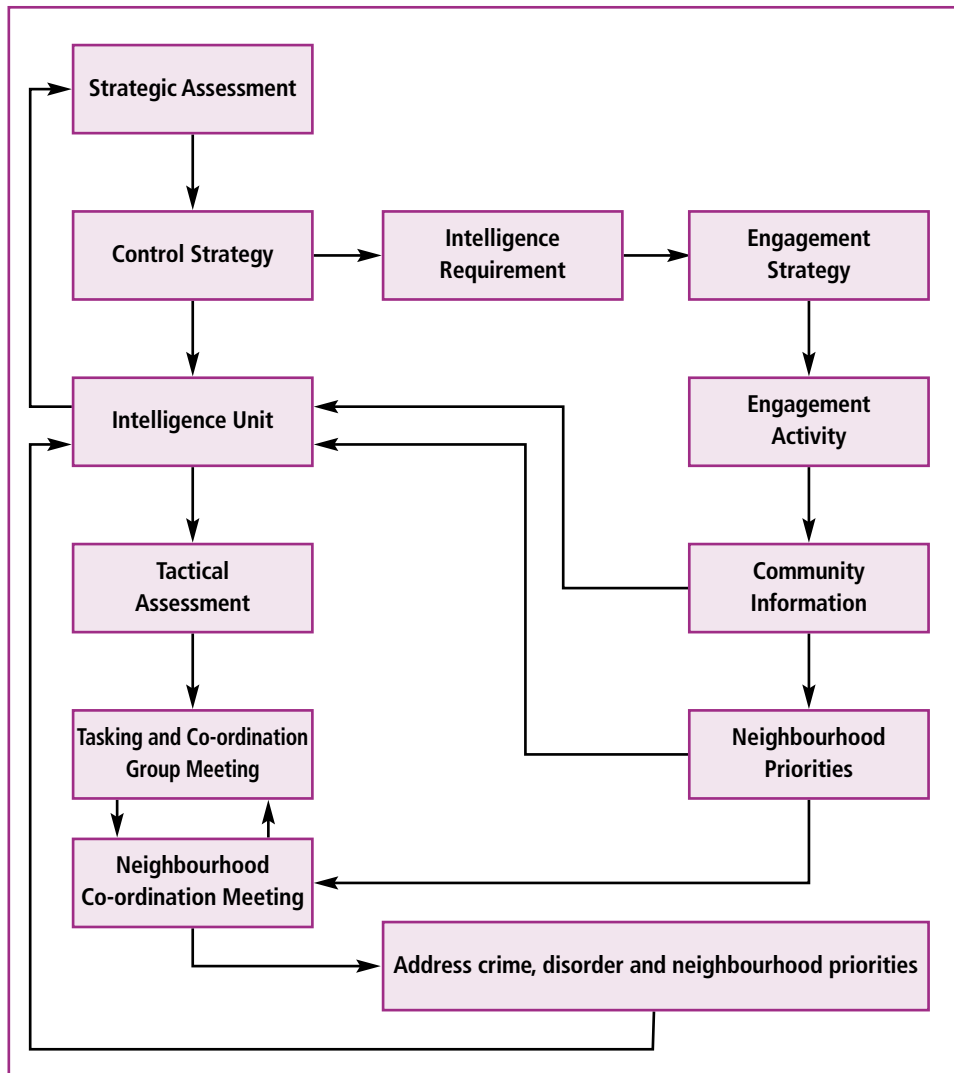
The organisation of information within NIM starts with the creation of a strategic assessment. The strategic assessment identifies issues that are likely to affect service delivery. All partners within CDRPs in England, or CSPs in Wales should use this information to agree priorities, commit resources and co-ordinate activity to deal with those issues. An accurate and thorough assessment will allow managers to make informed decisions about service delivery which will assist them in achieving performance targets.

The strategic assessment should include a consideration of issues that are of most concern to the community, ie, identified neighbourhood priorities. This will help to co-ordinate neighbourhood policing through the tasking and co-ordination process. The intelligence unit will assess those issues, together with all other issues facing the BCU, to recommend a control strategy to the Strategic Tasking and Co-ordination Group (ST&CG). For a full explanation of neighbourhood policing-related information that needs to be considered in the strategic assessment, see [4.3 Gathering Information for the Strategic Assessment](#). [Figure 1](#) shows the integration of NIM and neighbourhood policing.

To support the integration of NIM and neighbourhood policing it is necessary to have:

- Committed leadership to ensure that community engagement is used to achieve community safety;
- Intelligence systems that are accessible and searchable, and provide information for the tactical and strategic decision making across partnerships;
- Community needs represented within intelligence products.

Figure 1 NIM and Neighbourhood Policing



## 4.2 COMMUNITY INTELLIGENCE

Community intelligence is local information which, when assessed, provides intelligence on issues that affect neighbourhoods and informs both strategic and operational perspectives in the policing of local communities. Information may be direct or indirect and come from a diverse range of sources including the community and partner agencies.

Community intelligence is created when information obtained from the community has been subject to a defined evaluation and risk-assessment process in order to assist with police decision making. Information from the community can include:

- Community problems and priorities;
- Crime and disorder;
- Changes in tension between different communities;
- Changes in tension between people within the same community;
- Risk and vulnerability;
- Incoming communities.

Risk refers to the level of threat posed by people, and also incidents that happen at certain places and times. Vulnerability refers to the increased likelihood of victimisation and crime. Tension refers to the state of relationships within and between different communities.

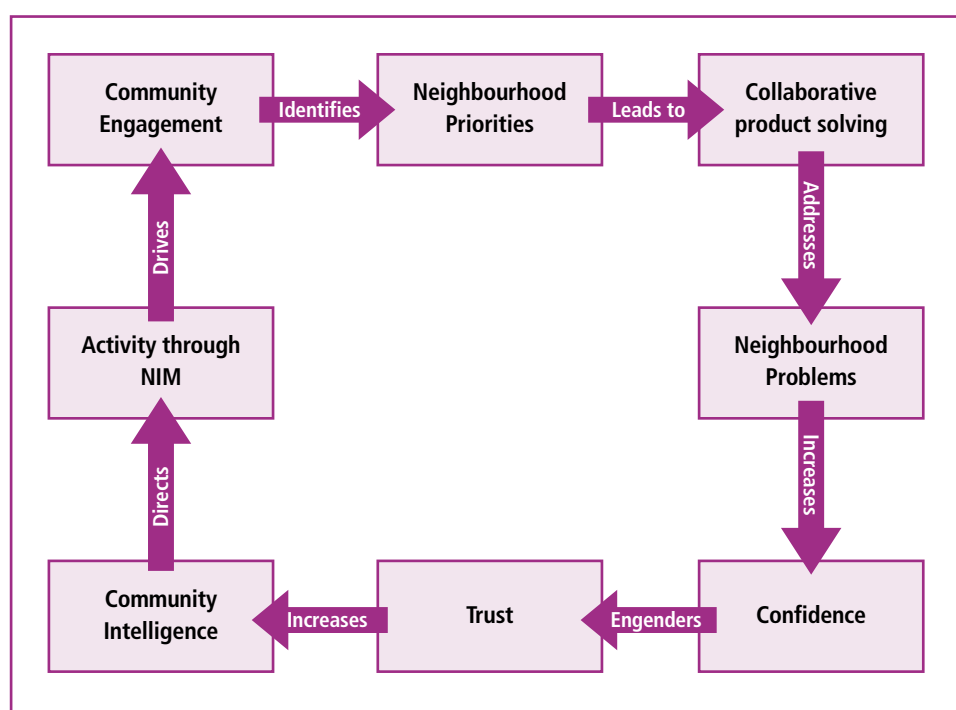
Information from the community should be handled in the same way as any other information the police deal with. It should be managed and considered with all other information and used in strategic and tactical decision making.

#### 4.2.1 BENEFITS OF OBTAINING INFORMATION FROM THE COMMUNITY

- Increased knowledge of risk and vulnerability;
- Increased opportunities to deal with identified risks and vulnerabilities;
- Improved opportunities for community engagement;
- Increased community confidence.

Figure 2 illustrates how this happens.

Figure 2 The Confidence Cycle



#### 4.2.2 COLLECTING INFORMATION FROM THE COMMUNITY

Information can be obtained from the community by interacting with different sections of it and maximising any opportunities for further engagement. This may, for example, be where a member of staff deals with a burglary and becomes aware that the victims are from an incoming community. Establishing how, where and when they meet other members of their own community within the area can improve opportunities for community engagement.

Some communities have existing networks for engagement. Members of these networks can assist with further engagement, particularly where direct contact with some sectors of the community is problematic. Where members of communities who can act as facilitators have been identified, it is important that they be included in the local key individual network.

**Note:** Information can be gathered from the community by all members of staff within the CDRP/CSP.

### 4.2.3 USING INFORMATION FROM THE COMMUNITY

Information from the community will impact on decision making within the NIM process. This could, for example, be information about rising tension between two gangs which highlights an emerging issue at the tactical T&CG and changes the way staff are tasked.

Information from the community must be used when intelligence products are created. The following should be considered when research is undertaken within the intelligence unit:

- Identified neighbourhood priorities;
- The impact of problems and problem-solving activity on different communities;
- The impact of problems and problem-solving activity on changing tensions;
- Issues identified as a result of applying the vulnerable localities index;
- Community issues identified through the risk-assessment process;
- Issues identified as a result of applying the signal crimes perspective.

A piece of local information may be relevant to force and national issues. For example, information received about prostitutes working in a local street may be part of a bigger picture relating to people trafficking. Information should be assessed as to how it can contribute to a wider intelligence picture, and not just on whether action can be taken on that piece of information alone.

A piece of information can trigger a law enforcement response but, equally, it may require action in relation to the risk or vulnerability it poses to police, partners and the community. It may also require action as to how the piece of information applies to the intelligence requirement, not just of the BCU but other policing areas and nationally.

### 4.2.4 MANAGING INFORMATION FROM THE COMMUNITY

Information received from the community must be recorded on a 5x5x5 information/intelligence report and submitted to the intelligence unit.

As a result of neighbourhood teams working closely with communities, there is likely to be an increase in the volume of information entering intelligence units and being recorded on systems. Systems and processes should have the capability and capacity to manage large amounts of information. If this is not the case, the increased volume can be managed efficiently in the following ways:

- Working together with partners, eg, joint intelligence cells;
- Using NIM to define the intelligence requirement and engagement strategies, determining the most useful information in line with priorities;
- Ensuring recording systems are correctly maintained in line with advice contained in *ACPO (2006) Guidance on the Management of Police Information*;
- Initial screening by line managers of information received, for relevancy.

Systems used for recording and storing information obtained from the community must be searchable and accessible. Independent databases must not be kept. Arrangements should also be in place to share relevant information with other partners within the CDRP/CSP.

It is important that intelligence units, where possible, provide appropriate feedback to contributors and the community as to how the information they submitted has been used. This will increase public confidence in neighbourhood policing and encourage the flow of information.

#### 4.2.5 DEALING WITH HUMAN SOURCES OF INFORMATION

A core requirement of neighbourhood policing is to engage effectively with the community so that information can be obtained about issues which affect the area. Staff should be encouraged to talk to people who live, work and visit in their neighbourhoods. When a member of the public provides the police with information, staff must always be aware of the potential risk of harm and the police duty of care to that person.

There are situations where the risk of harm to a member of public giving information is so great that specific action must be taken. These include the following:

- The nature of the information, the way it was obtained or the circumstances of the person providing it, indicates that the information should be treated in a sensitive and confidential manner.

In this situation the member of staff recording the information must complete a 5x5x5 intelligence/information report and decide whether the individual should remain anonymous. If anonymity is necessary the staff member should contact the intelligence unit. The intelligence unit will use the intelligence source register to allocate a unique reference number. This unique reference number will be used on all 5x5x5 intelligence/information reports submitted in relation to information from that individual. This allows information from that individual to be disclosed to other parties without revealing their identity as the source.

For more information about intelligence source registers, see *ACPO (2006) Guidance on the Management of Police Information*.

- The frequency of contact between an individual and the police indicates that the information should be treated in a sensitive and confidential manner, or that the individual may be maintaining a relationship in order to obtain that information.

Staff receiving information from a frequent contact should inform the intelligence unit. The intelligence unit should have a system in place to identify frequent contact. Frequent contact is defined as information received from an individual on a maximum of three occasions. Where frequent contact is identified, the intelligence unit must review the circumstances of that individual and the information they are providing. The purpose of this is two-fold: firstly, to review whether that individual is being managed with an appropriate level of sensitivity and confidentiality and, secondly, that the review will determine whether they should be considered for registration as a Covert Human Intelligence Source (CHIS). Individuals that are suitable for registration as a covert source will be referred to the dedicated source unit.

- The member of public has been tasked to provide the information by a member of staff. This does not include the requirement to provide evidential statements or the completion of diaries to record witness or victim experiences of a particular problem.

If a member of staff identifies a situation where tasking would be useful they must contact the dedicated source unit for advice.

Specific examples of where these situations may occur, and further guidance, can be found in *ACPO (forthcoming) Introduction to Intelligence-Led Policing*.

**Section 26(8) of The Regulation of Investigatory Powers Act 2000 (RIPA) classifies a person as a Covert Human Intelligence Source (CHIS) if:**

- (a) The individual establishes or maintains a personal, or other, relationship with a person for the covert purpose of facilitating the doing of anything falling within paragraph (b) or (c);
- (b) The individual covertly uses such a relationship to obtain information, or to provide access to any information, for another person;
- or**
- (c) The individual covertly discloses information obtained by the use of such a relationship or as a consequence of the existence of such a relationship.

A relationship is used covertly if, and only if, it is conducted in a manner calculated to ensure that the person is unaware of its purpose. It is the actions of the individual, on behalf of a law enforcement agency and in the manner described, that constitutes their status as a source that requires authorisation. Merely providing information to a law enforcement agency that is already within the individual's possession does not necessitate authorisation.

If, as a result of a review, an individual meets the criteria for registration as a covert source, the rules for CHIS handling should be applied. The individual must only be managed by a dedicated source handler.

If, as a result of a review, an individual does not meet the criteria they should continue to be dealt with as any other member of the public.

The intelligence manager or controller carrying out the review may provide advice about the sensitivity and confidentiality with which the individual should be managed, including registration on the intelligence source register. They may also stipulate a future date at which the status of the individual should be reviewed again.

CHIS training for neighbourhood policing teams is available to all student officers through the Initial Police Learning and Development Programme (IPLDP). Advice regarding the handling of CHIS can be obtained from any dedicated source unit or central authorities' bureau, which has access to *ACPO (forthcoming) Guidance on the Management of Covert Human Intelligence Sources*, which is a restricted document.

### 4.3 GATHERING INFORMATION FOR THE STRATEGIC ASSESSMENT

Successful neighbourhood policing is delivered with crime and disorder reduction partners. The strategic assessment should, therefore, be produced in collaboration with those partners. The effective co-ordination of neighbourhood policing and other policing activity is reliant on certain information being considered within the strategic assessment.

A collection plan should be formulated to compile the strategic assessment. The plan must enable the collection of as much information as possible in order to create a thorough and accurate intelligence picture. The information that should be gathered is described as follows.

#### 4.3.1 EXISTING INFORMATION

Information gathering for the strategic assessment should focus on the collation of existing intelligence products and analysis within the partnership, in addition to crime statistics, other police information, information from other partner organisations and from voluntary sector public service providers. In doing so, this will enable the identification of emerging trends, risk and intelligence gaps.

Those tasked with providing information should identify the areas of risk which they feel will impact on the partnership in the coming months. This may include an assessment of identified priority locations, in the form of vulnerable neighbourhoods, which could help identify key trends and themes across the BCU.

#### 4.3.2 PROGRESS SINCE LAST ASSESSMENT

Information collected for the strategic assessment should include results analysis and updates on tactical initiatives, allocated actions and recommendations endorsed from the previous ST&CG meeting.

The strategic assessment will comment on identified issues and priorities, and establish the effectiveness of the current control strategy. It is important that, as well as reviewing activity and performance, it is forward-looking and predictive. It also needs to identify intelligence gaps and recommend an intelligence requirement, and make recommendations with regard to prevention, intelligence and enforcement priorities, and consider the need for further analysis.

#### 4.3.3 STRATEGIC PRIORITIES

Policing plans, local area agreements and community safety plans should be brought together in the strategic assessment to align targets and objectives. The strategic assessment should also take account of jointly agreed CDRP/CSP priorities.

The way in which CDRP/CSPs jointly agree priorities will be determined by the implementation of the recommendations of the *Home Office (2006) Review of the Partnership Provisions of the Crime and Disorder Act 1998 – Report of Findings*. Jointly agreed priorities allow the activity of all partners to be co-ordinated to address the priorities. The police can co-ordinate their contribution to addressing CDRP/CSP priorities by taking account of those priorities within their own strategic assessment.

A copy of the *Home Office (2006) Review of the Partnership Provisions of the Crime and Disorder Act 1998 – Report of Findings* can be found at:  
<http://www.crimereduction.gov.uk/partnerships60.doc>

#### 4.3.4 NEIGHBOURHOOD PRIORITIES

Each neighbourhood team will work with the community to identify issues that are of most concern to them: these are known as neighbourhood priorities. It is important that the strategic assessment includes an overview of these so that trends can be identified which may influence the issues included on the control strategy.

For more information about neighbourhood priorities see [4.7.3 Neighbourhood Priorities](#).

#### 4.3.5 INFORMATION FROM NEIGHBOURHOOD PROFILES

The neighbourhood profile brings together information about the area from a wide range of publicly available sources. For more information see [4.7.1 Neighbourhood Profiles](#).

#### 4.3.6 AVAILABLE RESOURCES

Those involved in the strategic planning process must be aware of the resources available to them. This means that an essential part of the strategic assessment is a resource audit of all partners and relevant voluntary sector public service providers. Where a resource audit has been carried out as part of a CDRP/CSP strategic assessment, the information can be reused to inform the police strategic assessment.

**A resource audit:**

- Provides a brief summary of the role of all organisations within the CDRP/CSP;
- Outlines existing information-sharing protocols;
- Lists existing joint working protocols;
- Identifies existing community engagement structures;
- Lists local initiatives, eg, crime reduction, regeneration and education;
- Describes financial opportunities to fund activity;
- Assesses the relevant capability and capacity of partners.

**4.4 DEVELOPING THE STRATEGIC ASSESSMENT**

The analytical methods used to develop the strategic assessment will vary considerably. The National Analysts Working Group can be contacted via the NCPE for further advice on using analytical tools and techniques for neighbourhood policing. The vulnerable localities index and the signal crime perspective may also be used to inform the strategic assessment process. For more information on the vulnerable localities index visit the Jill Dando Institute of Crime Science: <http://www.jdi.ucl.ac.uk> and for more information on signal crimes visit the Neighbourhood Policing Programme: <http://www.neighbourhoodpolicing.co.uk>

The development of the strategic assessment requires a collaborative approach so that the ST&CG can fully consider all the emerging issues when setting the control strategy. A full consideration of emerging issues also means that neighbourhood priorities can be included in the control strategy when they reach a significant level of risk in comparison to other policing demands.

**4.5 TASKING AND CO-ORDINATION MEETINGS**

The collaborative approach to the strategic assessment should be reflected in both strategic and tactical T&CG meetings. Guidance provided by the Home Office in response to the *Home Office (2006) Review of the Partnership Provisions of the Crime and Disorder Act 1998 – Report of Findings* should be followed when working with partners in a NIM context.

As a minimum, both the ST&CG and TT&CG should include representatives from the CDRP/CSP to ensure a joined-up approach to tackling crime and disorder. It is essential that those involved have the authority to direct activity and commit appropriate resources from other organisations within the partnership.

The joint working of all partners at a strategic and tactical level assists collaborative working within neighbourhoods. It ensures that all problems, whether identified locally by the community or via a BCU-level analytical process, are targeted for rigorous problem solving from a prevention, intelligence and enforcement perspective. It will also allow the police, partners and the community to be fully involved in the resolution of those problems.

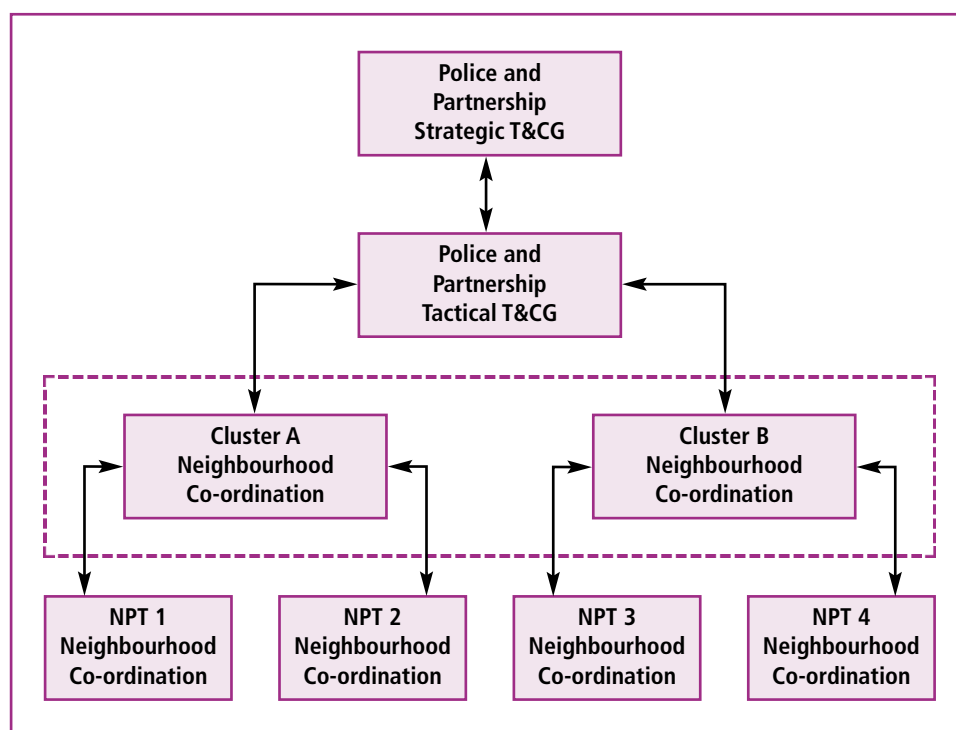
Most neighbourhood problems will not need to be escalated fully to the tactical T&CG. On some occasions the neighbourhood co-ordination meeting may identify an issue that requires further resources for a one off event or operation. A request for these resources can be made through the tactical T&CG.

The structure of BCU (Level 1) operation of NIM is illustrated in [Figure 3](#).

The production of the six-monthly strategic assessment not only involves a review of the problem-solving plans to identify trends, but also the neighbourhood profiles. This will ensure that any emerging issues, especially in terms of changing demographics or community tensions, are identified and can influence strategic decision making.

Using neighbourhood priorities and their associated problem-solving plans as a source of information for developing the strategic assessment, should mean that the control strategy is more focused on the true nature of threats to the CDRP/CSP.

Figure 3 BCU Level NIM Process



Neighbourhood policing should provide a policing service to all communities; it should not just deliver neighbourhood priorities. Neighbourhood teams may also be tasked to carry out reassurance activity. This should be in their neighbourhood but may be beyond their neighbourhood priorities, for example, there may be a series of vehicle crimes and a hot spot appears in a particular neighbourhood. Although it may not be a priority identified by the community, it still impacts on them and must be dealt with.

Similarly, there may be public protection issues concerning an individual within a neighbourhood. The neighbourhood team will often be given ownership of a particular problem profile and have to manage this along with the problems linked to their neighbourhood priorities. By addressing neighbourhood crime problems in this way, neighbourhood teams will contribute to reassuring their local communities and delivering performance in relation to priority crimes.

#### 4.6 MANAGING NEIGHBOURHOOD CO-ORDINATION

Neighbourhood co-ordination is the way in which neighbourhood priorities and local problems are identified and the activity to resolve them managed within neighbourhoods. Neighbourhood co-ordination forms part of BCU (Level 1) tasking and co-ordination. It is essential that there are clear lines of accountability between neighbourhood co-ordination and the rest of the NIM process so that resource demands can be escalated if necessary. Details of how co-ordination is conducted will differ between forces but the essential elements must be the same.

The fundamental basis for neighbourhood co-ordination is:

- An open and representative process for community engagement;
- That neighbourhoods have been identified by assessing partner, community and police views, demand, resources and natural boundaries.

Figure 4 summarises the essential elements of neighbourhood co-ordination which are explored in further detail in 4.7 Essential Elements of Neighbourhood Co-ordination.

Figure 4 Five Essential Elements of Neighbourhood Co-ordination

Neighbourhood Profile	Created by the neighbourhood policing team the neighbourhood profile brings together information about the area from a wide range of publicly available sources. It records information about the neighbourhood to assist the community engagement and collaborative problem-solving process. It is not a problem profile but should be searchable and accessible.
Structured Engagement Process	Designed and carried out by the neighbourhood policing team the methods used for community engagement should be appropriate for the demographics of the population identified in the neighbourhood profile and the purpose of the engagement.
Identified Neighbourhood Priorities	It is recommended that each neighbourhood has approximately three main priorities at any one time. They will be identified through the engagement process and defined and prioritised by the neighbourhood policing team in collaboration with partners and the community.
Neighbourhood Problem Solving	Action to resolve priorities is primarily co-ordinated by neighbourhood policing teams and involves different combinations of partners and community groups. Each problem should have a problem-solving plan which records all the actions being taken to resolve the issue and will be accessible and searchable. The scale and nature of the problem will dictate whether it can be dealt with at the neighbourhood co-ordination meeting or referred to the TT&CG. The TT&CG may then authorise none, one or several problem or subject profiles to direct the resolution of the problem.
Neighbourhood Co-ordination Meetings	A group involving the community, neighbourhood policing team and other partners which meets regularly to review the activity on each problem-solving plan. Meetings should be scheduled so that any information from them can be passed to the TT&CG and issues escalated, if required.

## 4.7 ESSENTIAL ELEMENTS OF NEIGHBOURHOOD CO-ORDINATION

### 4.7.1 NEIGHBOURHOOD PROFILES

The neighbourhood profile brings together information about the area from a wide range of publicly available sources. The purpose of a neighbourhood profile is to record information about the neighbourhood and to assist the community engagement and collaborative problem-solving process; it is not a problem profile. This information will have to be gathered for the strategic assessment so that any potential risks can be identified and considered when the control strategy is set. A neighbourhood profile is a descriptive product and not an intelligence or analytical product.

**A neighbourhood profile can contain:**

- Demographics of the neighbourhood;
- Levels of deprivation and other social factors;
- Crime and disorder trends;
- Relevant environmental issues, eg, graffiti, needle finds;
- Work already being undertaken by police and partners;
- Key individuals and contacts;
- Significant locations, eg, barracks, children's homes, animal testing sites;
- Major employers and details of workforce;
- Existing social structures, eg, neighbourhood watch, residents meetings;
- Any other existing structures, eg, consultation mechanisms.

The neighbourhood policing team is responsible for the creation and maintenance of the neighbourhood profile. They should use information they have gathered or that has been provided to them by the intelligence unit and other partners for this.

This profile should be reviewed and updated every three to six months, and should be searchable and widely accessible so that it can be used to create the strategic assessment. The neighbourhood profile should be managed in accordance with *ACPO (2006) Guidance on the Management of Police Information*.

#### 4.7.2 STRUCTURED ENGAGEMENT PROCESS

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The methods used for community engagement should be appropriate for the demographics of the population identified in the neighbourhood profile and for the purpose of the engagement. This will ensure that the engagement process represents the community, for example, if a significant group of residents are unable to attend a public meeting, a targeted focus group may be more appropriate.

**There are many ways of engaging with the community. They include:**

- Postal surveys;
- Public meetings;
- Open days;
- Street briefings;
- Focus groups;
- House-to-house calls.

Further information about community engagement can be found on the Community Engagement in Policing website: <http://www.communityengagement.police.uk>

#### 4.7.3 IDENTIFIED NEIGHBOURHOOD PRIORITIES

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Issues that are important to the public will be identified through the engagement process. These issues will need to be clearly defined and prioritised before action can be taken. Each one should also be researched and corroborated to ensure that European Convention on Human Rights principles have been complied with. To ensure issues remain manageable, each neighbourhood should have approximately three main priorities at any one time.

There are many ways a decision can be made on prioritisation, ranging from a vote at a public meeting to a representative panel of local people. In whatever way priorities are agreed, it is essential that they are chosen by representative members of the community and not unduly influenced by police and partners. In areas where neighbourhood co-ordination has been identified as working well, prioritisation is decided on by a representative panel.

#### 4.7.4 NEIGHBOURHOOD PROBLEM SOLVING

Once the priorities have been agreed, a problem-solving plan should be created to address each priority. The problem-solving plan should be specific, measurable, achievable, realistic and timely (SMART). To improve accountability an owner for each problem-solving plan should be clearly identified and recorded. The plan should be owned by a representative from the community group or partner organisation whose primary function best fits the objectives of that plan.

Each plan will need a different combination of partners and community groups to provide a response. An early activity in developing the plan will be to identify which combination is best suited to define and respond to the problem, and which specific people within those partnership organisations and community groups will make appropriate representatives.

A problem-solving plan may be supported by none, one or several problem or target profiles in order to resolve the problem. The scale and nature of the problem will determine whether it can be dealt with at the neighbourhood co-ordination meeting or referred to the tactical T&CG.

The format of the plan will differ between forces but the minimum content should be the same. Forces should ensure that there is a corporate design for the plan across all neighbourhoods.

##### **Minimum content recommendations for neighbourhood problem-solving plans.**

- Title of the problem, details of the owner and representatives of partner organisations and community groups involved, objectives.
- Description of the problem using standard problem-solving techniques, eg, SARA (Scanning, Analysis, Response, Assessment).
- Prevention, intelligence and enforcement plans which include communication strategies. These should be created by police, partners and community groups working together to find evidence-based original solutions. The intelligence plan will include details of any specific community engagement required.
- Risk assessment and community-impact assessment.
- Record of activity, action owners and problem-solving meetings.
- Monitoring and review mechanisms.
- Conclusions of results analysis.
- Decision to close and justification for this, but only when those who have raised the issue are satisfied with the outcome.

Neighbourhood problem-solving plans should be searchable and accessible within the CDRP/CSP. Accessibility is particularly important so that problem-solving plans can be used by intelligence unit staff to develop strategic and tactical assessments, as well as other intelligence products. Neighbourhood problem-solving plans should also be managed in accordance with *ACPO (2006) Guidance on the Management of Police Information*.

The problem-solving plan is a way of recording problem-solving activity carried out in relation to identified neighbourhood priorities. Staff in neighbourhood teams must fully understand standard techniques such as SARA. For more information about the effective use of SARA for problem solving see: <http://www.crimereduction.gov.uk/skills04.htm>

More information about problem solving and advice on how to involve the community is also available from the Jill Dando Institute of Crime Science: <http://www.jdi.ucl.ac.uk> or the Home Office: <http://www.homeoffice.gov.uk/rds/pdfs05/dpr43.pdf>

Results analysis is critical to the success of neighbourhood problem solving. It is a method for evaluating the effectiveness of activity and should always be used to assess the outcome of activity in relation to neighbourhood problem-solving plans, especially where they work together.

The purpose of conducting results analysis is to:

- Identify effective practice and highlight areas for improvement;
- Prevent continued use of ineffective strategies;
- Ensure investment in what works;
- Improve the organisations' knowledge assets;
- Inform resource decisions;
- Assist in the development of skills and experience levels of personnel.

Further detailed information on results analysis will become available in *ACPO (forthcoming) Practice Advice on Tasking and Co-ordination*.

#### 4.7.5 NEIGHBOURHOOD CO-ORDINATION MEETINGS

The group that decides the priorities should meet regularly to review the activity in relation to them, and decide if further consultation is required to renew the priorities. They will use the problem-solving plan to co-ordinate the various activities of the police, partners and community to make sure the agreed actions are carried out, and that the community is satisfied with the outcome.

Discussions at the neighbourhood co-ordination meeting should be guided by the problem-solving plan to achieve the current neighbourhood priorities. This meeting will not require the production of, or information from, a tactical assessment.

Members of the meeting should agree who will carry out the role of chair. This role can be carried out by a police, partner, or community member of the group. The group should decide how often to meet, but the meetings should be timed to fit in with the tactical T&CG meeting so that issues can be escalated if required.

Where several neighbourhoods are grouped together, it may be necessary to co-ordinate activity between neighbourhoods. In such circumstances it may be appropriate to bring the police, partners and public together to review activity across the cluster of neighbourhoods, prior to escalating issues to the tactical T&CG. Discussions at this meeting should also be guided by the plans to achieve neighbourhood priorities. No tactical assessment will be produced for this meeting.

Neighbourhood co-ordination can be linked to the TT&CG in several ways.

- Using neighbourhood problem-solving plans as an information source to identify series and hotspots within the tactical assessment.
- Identifying, at neighbourhood co-ordination meetings, an issue which requires further resources for a one-off event or operation. A request for these resources can be made through the TT&CG.
- Giving ownership of a particular problem profile to a neighbourhood team for reassurance purposes, although not directly related to neighbourhood priorities.

# APPENDIX 1

## ABBREVIATIONS AND ACRONYMS

<b>5x5x5</b>	Intelligence Grading Matrix Model
<b>ACPO</b>	Association of Chief Police Officers
<b>ASB</b>	Anti-Social Behaviour
<b>BCU</b>	Basic Command Unit
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CHIS</b>	Covert Human Intelligence Source
<b>CSO</b>	Community Support Officer
<b>CSP</b>	Community Safety Partnership
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>IPLDP</b>	Initial Police Learning and Development Programme
<b>KIN</b>	Key Individual Network
<b>NCPE</b>	National Centre for Policing Excellence
<b>NIM</b>	National Intelligence Model
<b>NRPP</b>	National Reassurance Policing Programme
<b>PCSO</b>	Police Community Support Officer
<b>RDS</b>	Research, Development and Statistics Directorate
<b>SARA</b>	Scanning, Analysis, Response, Assessment
<b>SCP</b>	Signal Crimes Perspective
<b>SMART</b>	Specific, Measurable, Achievable, Realistic, Timely
<b>ST&amp;CG</b>	Strategic Tasking and Co-ordination Group
<b>T&amp;CG</b>	Tasking and Co-ordination Group
<b>TT&amp;CG</b>	Tactical Tasking and Co-ordination Group

# APPENDIX 2

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# APPENDIX 3

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