

PROTECTIVE MARKING: NOT PROTECTIVELY MARKED
BRITISH TRANSPORT POLICE

REPORT TO: BTPA Performance Review Group
DATE: 27 April 2011
SUBJECT: HMIC Inspections
SPONSOR: Deputy Chief Constable
AUTHOR: Lisa Brooks

1 PURPOSE OF PAPER

1.1 This paper provides the British Transport Police Authority (BTPA) Performance Review Group with an update in relation to Her Majesty's Inspectorate of Constabulary (HMIC) inspection activity.

2 INSPECTIONS STATUS REPORT

2.1 BTP was inspected by HMIC from 4-8 October 2010, with the report being published on 23 February 2011. The inspection report was positive with only five main recommendations identified. Separately there were 27 Areas for Improvement (AFI) feeding into the main recommendations.

2.2 The recommendations and AFIs were distributed to the Strategic Command Team (SCT) Portfolio Holders on 16 March 2011. Where an AFI spans two portfolios, this is highlighted in the Improvement Plan and detailed in this report. A response to the recommendations and AFIs by SCT Portfolios is as detailed below and the improvement plans are attached as Appendices A-E. The Improvement Plans are monitored through Programme Board.

2.4 Territorial Policing

2.4.1 The improvement plan for Territorial Policing is attached at Appendix A. The table below summarises the progress to date against the three overarching recommendations and 16 AFIs, one of which has transferred from Protective Services.

	Total	Completed	Green	Amber	Red
Recommendations	3	0	1	2	0
Areas for Improvement	16	0	7	9	0

2.4.2 The AFIs that have been assigned to Territorial Policing are broken down by the following categories:

- Neighbourhood Policing and Anti-Social Behaviour – eight AFIs
- Cable Offences – four AFIs; one AFI has transferred from Protective Services
- Value for Money – one AFI; the overarching recommendation is contained within the improvement plan for Finance & Corporate Services
- Confidence and Satisfaction (relating to Neighbourhood Policing) – three AFIs.

2.5 Protective Services

2.5.1 The improvement plan for Protective Services is attached at Appendix B. The table below summarises the progress to date against the one overarching recommendation and eight AFIs, one has transferred to Territorial Policing and one to Finance & Corporate Services.

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	Total	Completed	Green	Amber	Red
Recommendations	1	0	0	1	0
Areas for Improvement	6	2	3	1	0

2.5.2 Eight AFIs have been assigned to Protective Services, broken down by the following categories:

- Cable offences – two AFIs; one AFI has transferred to Territorial Policing
- Fatalities and level crossings – one AFI
- Serious sexual assaults and violent crime – two AFIs
- Serious and organised crime – one AFI
- Major and serious crime – one AFI
- Value for money: staffing and costs – one AFI, which has also been allocated to Operations. The responsibility for the overarching recommendation is contained within the improvement plan for Finance & Corporate Services.

2.6 Operations

2.6.1 The improvement plan for Operations is attached at Appendix C. Operations has only been assigned one AFI, which has also been allocated to Territorial Policing and the responsibility for the overarching recommendation is contained within the improvement plan for Finance & Corporate Services.

2.7 Finance & Corporate Services

2.7.1 The improvement plan for Finance & Corporate Services is attached at Appendix D. The table below summarises the progress to date against the one overarching recommendation and three AFIs, one of which has been jointly allocated to Operations and Territorial Policing.

	Total	Completed	Green	Amber	Red
Recommendations	1	0	0	1	0
Areas for Improvement	2	0	0	2	0

2.7.2 Three AFIs have been assigned to Finance & Corporate Services, broken down by the following categories:

- Neighbourhood Policing and Anti-social Behaviour – one AFI
- Value for money: staffing and costs – two AFIs; of which one has been jointly allocated to Operations and Territorial Policing.

2.8 Human Resources

2.8.1 The improvement plan for Human Resources (HR) is attached at Appendix E. HR has only been assigned one AFI, which is currently red. This AFI is located in the confidence and satisfaction section.

2.9 Deputy Chief Constable

2.9.1 The improvement plan for the Deputy Chief Constable (DCC) is attached at Appendix F. The DCC has only been assigned one AFI, which is complete. This AFI is located in relation to confidence and satisfaction.

3 FINANCIAL IMPLICATIONS

3.1 There are no financial implications associated with this paper.

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4 RISK IMPLICATIONS

4.1 There are no risk implications associated with this paper.

5 DIVERSITY ISSUES

5.1 There are no diversity issues associated with this paper.

6 RECOMMENDATION AND NEXT STEPS

6.1 HMIC has indicated in the inspection report that it will revisit BTP in July 2011 to assess progress against the recommendations and AFIs.

6.2 The recommendation is for the BTPA Performance Review Group to note the responses highlighted in Appendices A-F.

IMPROVEMENT PLAN 2011

HMIC Police Report Card Inspection: 4-8 October 2010
SCT Portfolio Holder: ACC Alan Pacey, Territorial Policing
Improvement Plan Owner: C/Supt Eamonn Carroll

Ref		Due Date	Action Owner	Management Response	Date of update	RAG Status
R.1	BTP introduce a system which identifies repeat and vulnerable victims, then takes action to reduce repeat victimisation. (pages 6, 14 and 32)	30-Jun-11	Superintendent Contact Handling	See Management Response below at AFI.1	07-Apr-11	AMBER
R.2	In order to maximise the impact against cable theft, BTP thoroughly review its approach to tackling this crime type. The review should include how the force gathers, shares and analyses intelligence, an assessment of preventative measures that have been introduced and the effectiveness of enforcement activity. (pages 6, 9 and 32)	30-Jun-11	Head of Territorial Policing (TP) Area Commanders	A review of all seven BTP Areas was undertaken between January 2011 and March 2011, which concentrated on the HMIC recommendation. The review document has been submitted to ACC Pacey and the 57 recommendations were approved. An Action Plan has been prepared which will be sent to relevant BTP Areas for action. The Head of Territorial Policing will oversee and report to ACC Territorial Policing on a monthly basis.	07-Apr-11	GREEN
R.5	Abstractions of neighbourhood policing teams be reported by Area and monitored at the force level so BTP can ensure teams are spending at least 80% of their time in their neighbourhoods. (pages 6, 30 and 32)	30-Jun-11	Supt Adrian Young	London Underground Area does monitor abstraction data for their NPTs but at a significant cost in resources to do so. The team at FHQ undertakes unannounced spot checks at NPT sites to check visibility of resources and abstraction rates and these are fed back to Area Commanders. BTP is reviewing other Forces for best practice in collating abstractions, and will also be looking at any other systems which allow us to monitor abstractions with the minimum of bureaucracy. The aim is to find a technical solution to this issue.	27-Apr-11	AMBER

Ref	Areas for Improvement	Due Date	Action Owner	Management Response	Date of update	RAG Status
	<i>Neighbourhood Policing and Anti-social Behaviour (ASB)</i>					
AFI.1 (R.1)	The force does not have a system in place to ensure repeat or vulnerable callers are identified. A trial is being conducted (from the end of September 2010) at Force Control Room Birmingham in which operators ask callers reporting ASB, violence against the person or hate crime incidents if they have been a victim of any crime on the railways during the past 12 months. If they have, response officers are informed and expected to provide an enhanced service, as defined in the repeat victim policy. The policy needs reinforcing to all Areas as not all repeat victims are provided with the appropriate response. This system also relies upon callers recognising previous reports as constituting ASB, and does not cater for third party reporting. The force uses the Criminal Justice Code of Practice for Victims of Crime definition of 'vulnerable' when referring to ASB complainants, but there is no bespoke response plan for those who are identified as such. Some staff responded that the Pier Plans (a well-developed response to individuals believed susceptible to suicide on the railways) also caters for persons vulnerable to ASB. BTP should dev vulnerable persons and then take action, in line with the repeat victim policy, to reduce repeat victimisation. (page 13)	30-Jun-11	Superintendent Contact Handling	A process is in place in the Force Control Rooms in London and Birmingham (FCRL/B) and the First Contact Centre (FCC) to ask victims of certain crimes under the anti-social behaviour categories if they have been a repeat victim in the last 12 months on BTP or any other Force's jurisdiction. A review of the process has revealed that this does not include vulnerable persons, and the pro-forma is being adapted to include this. The staff working in FCRB/FCRL and FCC will be provided with training concerning the definition of a vulnerable person to ensure this is now covered. Currently there is no way to identify repeat victims using the Command and Control system, and it is not designed to be able to deliver this because it is not an intelligence system. However, this is being taken to the National User Group to ascertain if there is a willingness and desire to have this incorporated in future developments. In addition BTP will be commencing a "real time" intelligence function aligned to the Force Control Rooms from July 2011. Part of the role of this function will be to identify repeat victims and locations and ensure an appropriate response.	03-May-11	AMBER
AFI.2 (R.1)	HMIC recommends that BTP widen its definition of ASB to include criminal damage, and that it introduce a method to identify repeat and vulnerable victims. (page 13)	30-Jun-11	Supt Adrian Young	BTP is in the process of introducing a method of identifying repeat and vulnerable victims (see response in AFI.1 above). In relation to criminal damage, it is accepted that this type of offence is an indicator of ASB, however, all of the analysis undertaken with passengers and staff indicates that drunkenness, low level public order and disorderly conduct are the behaviours that most impact on people's perception of safety in the railway environment. As such, BTP will monitor criminal damage but will not amend the policing plan definition of ASB at this stage.	03-May-11	GREEN
AFI.3 (R.1)	The force needs to review the approach to local target-setting to ensure focus is shifted from Neighbourhood Policing priorities and includes a qualitative element. Some Areas have set a numerical target for the number of PSPs submitted. These targets are purely quantitative and not necessarily linked to policing priorities. Of those Areas with PSP targets, all are currently underperforming. (page 14)	30-Jun-11	Supt Adrian Young	The analysis of performance in relation to PSPs was a snapshot taken at the time HMIC inspected BTP. At year end all of the PSP targets were achieved. BTP has taken a more robust approach to PSPs and target setting for 2011/12 with more central oversight of quality rather than just numbers. The local policing plan approach will ensure that Areas focus on issues that concern local stakeholders and local railway communities.	03-May-11	GREEN

Ref		Due Date	Action Owner	Management Response	Date of update	RAG Status
AFI.4 (R.1)	Details of each PSP are currently held centrally and are not accessible remotely. A database containing PSPs, available through the Intranet would allow for best practice to be shared throughout the force area. (page 14)	30-Jun-11	Supt Adrian Young	BTP is exploring a software system which will allow PSPs to be remotely accessed; an initial estimate of the cost is approximately £15,000. This system will mean that best practice will be shared and monitored from the central NPT team. PSPs will also be monitored at the NP Programme Board and good practise shared where appropriate.	03-May-11	AMBER
AFI.5 (R.1)	There is confusion amongst staff regarding the final completion 'sign-off' procedure for neighbourhood priorities. The formal tasking and co-ordination meetings and Police and Communities Together (PACT) meetings were both cited as the adopted method. (page 14)	30-Jun-11	Supt Adrian Young	1. Neighbourhood priorities that result in PSPs will be signed off through the PACT meetings, where partners, especially Network Rail and TOCs agree that the problem has been resolved to the satisfaction of all parties. 2. Formal tasking and co-ordinating meetings will initiate and sign off their own PSPs.	27-Apr-11	GREEN
AFI.6 (R.1)	The only facility for staff in the First Contact Centre (FCC) and Force Control Rooms (FCR) to establish local Neighbourhood Policing (NPT) priorities when taking calls or dealing with incidents is a search via the BTP website. BTP should consider the value of making local priorities immediately available to dispatch staff to inform call grading decisions. (page 14)	30-Jun-11	Superintendent Contact Handling	BTP will include information in relation to NPT priorities to briefings for the control room staff, so that they may be better informed when deploying officers to calls in those NPT areas. The NPTs will be encouraged to create a separate log on the Command and Control system when they are doing specific operations in their NPT areas so that the control room staff will readily see what problems are being addressed. Longer term, BTP will explore with the Command and Control User Group the feasibility of updating the software to enable NPT priorities to be flagged up on the system.	27-Apr-11	GREEN
AFI.7 (R.1)	The force has an Area briefing system containing details of ASBO targets in each Area, accessible to all Area officers. This information is also displayed on BTP station notice boards. However, there was little evidence of specific briefings to neighbourhood staff to inform them about ASB problems, locations, offenders and victims, force policy, options for resolution or good practice. (page 14)	30-Jun-11	Supt Adrian Young	The ASB strategy includes briefing/tasking; there is also awareness through reference to Problem Solving Plans to target ASB, Newsletters, PACT meetings and the NPT website. During visits from the central NPT team, officers and staff are questioned and their knowledge is tested in relation to awareness of both their ASBO targets and the wider ASB problems. This is all aimed at targeting ASB and communicating BTP's efforts to tackle ASB through: a) the encouragement of continued TOC/BTP tasking on Areas regarding ASB to target vulnerable locations at vulnerable times and b) data sharing with other agencies to achieve goals and identify problem locations. This ensures intelligence led and effective deployments by BTP and partners (Hub Fusion Centre is an example). The strategy recommends a process through NIM to identify locations where rail staff and the travelling public may be vulnerable and that all officers are briefed on existing offenders with ASBOs on Areas continually. High visibility, multi agency operations in Areas is aimed at targetting ASB. Area managers to have responsibility for driving performance and initiative in relation to targeting ASB. Daily management team meetings continue to focus on ASB and form part of this daily tasking. For repeat or vulnerable victims, there is a policy in the Force Control Rooms to identify repeat victims, and BTP can use the PIER plan process for those vulnerable individuals if the circumstances warrant this tactic. BTP's policy is available on the intranet for all staff, and good practice in dealing with ASB issues are regularly communicated in BTP newsletters, because ASB is a BTP priority.	03-May-11	GREEN
AFI.8 (R.1)	If an ASB report results in a crime being recorded, the complainant will be contacted by the investigating officer (in accordance with the Victims' Code). Compliance checks for these crimes are undertaken initially by supervisory police staff in force control rooms, and subsequently by victim care managers. However, if there is no crime, there are no standards or any compliance systems for follow-up contact with ASB complainants. (page 14)	30-Jun-11	Supt Adrian Young	When crimes are reported to the Force Control Rooms and are identified as crimes, they are passed to the Crime Recording Centre (CRC) for criming. At this time an operator in the CRC will ensure that the matter is a crime and record it accordingly. In the event a crime is not identified, the incident would be closed as a crime related incident. However, these incidents are reviewed daily by Area Crime Management Units/Area Intelligence Bureaus to ensure no crimes have been missed. However, it is also possible that these incidents would be scrutinised i.e. in the event the Force Crime Registrar carried out an audit on that category of offence/incident as per the current BTP audit procedures.	07-Apr-11	GREEN
	Cable offences					
AFI.10 (R.2)	The force is not carrying out intelligence interviews on all persons arrested or convicted of metal theft. Wherever possible, this should be conducted by a CID officer with consideration as to whether the suspect might also be suitable for potential referral to the Dedicated Source Unit. (page 18) (This was transferred from Protective Services on 24 March 2011)	30-Jun-11	Head of Territorial Policing	The recent review of metal theft revealed that officers across BTP were not undertaking intelligence interviews. Additional funding has been found to increase the number of dedicated source units (DSU) outside London and strengthen the London DSU, which would have most opportunity to recruit 'cable related' sources due to London custody suites. TP is to introduce processes to monitor performance and products. This will be monitored at the twice weekly conference call in relation to cable theft. The future process will be for all those arrested for cable theft to be subject of an intelligence interview and referred to regional DSUs where appropriate.	03-May-11	AMBER

Ref		Due Date	Action Owner	Management Response	Date of update	RAG Status
AFI.11 (R.2)	The forces does not have a force-wide trigger plan detailing the response to reports of cable theft or other types of metal. (page 18)	30-Jun-11	Head of Territorial Policing	The review of cable crime has identified that all Areas use PIER and, in some cases, escalation plans and will be incorporated within the metal theft strategy. The recommendation is accepted that all Areas use both PIER and escalation plans moving forward.	07-Apr-11	AMBER
AFI.13 (R.2)	The scale of metal theft in the UK is such that consideration should be given to setting up an inter-force initiative similar to Operation Liberal, the national approach to dealing with distraction burglars. Although the crime type is different and not all offenders travel great distances to steal cable, having a national intelligence hub for co-ordinating and assessing intelligence on metal theft, offenders and MOs from all forces would provide a more reliable intelligence picture. (page 18)	30-Jun-11	Head of Territorial Policing	BTP has identified an opportunity to centralise the intelligence function with key stakeholders and other utilities. This function creates a centre of excellence, enabling intelligence products to be developed supporting enforcement. The Fusion unit is being established, initially with Network Rail, BT and BTP analysts which will be able to access the Single Incident Rail System (SIRS) database.	27-Apr-11	AMBER
AFI.14 (R.2)	BTP fully understands the implications to passengers and the rail industry of cable theft and has invested significant time, effort and resources in attempting to tackle the problem. However, despite this effort the theft of cable is increasing. Now is an appropriate time for the force to thoroughly review, outside of the tasking and co-ordination process, how it is addressing this crime. (page 19)	30-Jun-11	Head of Territorial Policing	The review has been undertaken which has been included in Recommendation 1.	07-Apr-11	AMBER
	Value for Money: Staffing and costs					
AFI.22 (R.4)	More detailed work has to be done on modelling demand if BTP takes on the deployment responsibility for the NPAS, and on understanding IT implications. This is a potential risk given the current problems with IT in the force. (page 27) (The responsibility for this area for improvement is contained within recommendation (R.4) part of Finance & Corporate Services Improvement Plan. This area for improvement has also been allocated to Operations).	30-Jun-11	C/Ins Brian Gosden Supt Pacey	Supt Pacey is receiving data from the National Air Service Project Team which will be used to analyse the demand on BTP Control Rooms.	06-Apr-11	AMBER
	Confidence and Satisfaction					
AFI.23 (R.5)	NPTs are required to spend a minimum of 80% of their time (85% for London Underground (LU)) in neighbourhoods tackling local priorities and concerns. The force abstraction policy was in the main understood by staff, but there is no effective system to record and report on abstractions forcewide. LU has developed its own bespoke comprehensive performance management database which also contains data on abstractions. HMIC recommends that the force introduce a system to report on the level of abstractions of NPT staff. Such information will be of use to the force and BTP and enable the monitoring of Policing Pledge 5 in respect of NPT abstractions. (page 30)	30-Jun-11	Supt Adrian Young	London Underground Area does monitor abstraction data for their NPTs but at a significant cost in resources to do so, and this is not feasible for all areas in BTP to adopt. The team at FHQ undertakes unannounced spot checks at NPT sites to check visibility of resources and abstraction rates and these are fed back to Area Commanders. BTP is checking other Forces for best practice in collating abstractions, and will also be looking at any other systems which allow us to monitor abstractions with the minimum of bureaucracy.	27-Apr-11	AMBER
AFI.25 (R.5)	The reality checking by HMIC at stations and on trains was in the main positive. Comment was made by a minority of staff and retailers that although PCs and PCSOs were visible, some had not visited shops or spoken with staff. This is something that could be improved by better supervision and monitoring by NPT sergeants. (page 30)	30-Jun-11	Supt Adrian Young	This issue has been briefed out at the NP Good Practice teleconference to the Area NP Tactical Leads. Views of staff and retailers are obtained from the unannounced NP visits carried out by NPPU; these are very positive in the main. The unannounced NP visits will continue to monitor this issue. TP will increase its inspection process in 2011/12 and these inspections will be reinforced at the Neighbourhood Policing Programme Board.	07-Apr-11	GREEN
AFI.27 (R.5)	NPT websites are still in need of some development to ensure the content of all of them is relevant and up to date. Some pages do not contain dates of forthcoming PACT meetings, or minutes of meetings. Update on the work teams have carried out on priorities is quite basic on a number of pages. One of the websites HMIC considers the force could use as a benchmark is the NPT at St Pancras International, as this website provides plenty of information on what the team has achieved, as well as very detailed commentary on priorities. (page 30)	30-Jun-11	Supt Adrian Young	Recommendation accepted to drive up the quality and timeliness of NP websites so that the standard becomes uniformly high across BTP. NP websites have become a standing item on the NP Good Practice teleconference. Regular detailed evaluation of the sites is taking place by NPPU and detailed feedback is provided to each Area to act on. Areas can use volunteers to assist in the updating of websites and NPPU will help Areas with the processes to go through in order to achieve this. The NP Website Guidance Document is being reviewed and will be re-titled as a Minimum Standards Document. Whilst Areas own the content, the Head of TP will directly engage Area Commanders in relation to updating sites, which is a window to BTP and therefore important to provide timely, relevant and professional material on display. Quality will be monitored monthly by the teleconference meeting and reported back to the ACC Territorial Policing / Programme Board.	27-Apr-11	AMBER
N.B. The number in brackets refers to the page in the HMIC Inspection findings report where the Recommendation/Area for Improvement can be located.						

IMPROVEMENT PLAN 2011

HMIC Police Report Card Inspection: 4-8 October 2010

SCT Portfolio Holder: ACC Paul Beasley, Protective Services

Improvement Plan Owner: Ellie Hartup

Ref	Recommendation	Due Date	Action Owner	Management Response	Date of update	RAG Status
R.2	In order to maximise the impact against cable theft, BTP thoroughly review its approach to tackling this crime type. The review should include how the force gathers, shares and analyses intelligence, an assessment of preventative measures that have been introduced and the effectiveness of enforcement activity. (pages 6, 9 and 32)	30-Jun-11	Territorial Policing	The responsibility for this Recommendation has moved to Territorial Policing.	08-Mar-11	
R.3	BTP share good practice in managing fatalities and delay on the railways with ACPO to enable other forces to identify if there are more effective ways of managing delay caused by Road Traffic Collisions on major road networks. (pages 6, 21 and 32)	30-Jun-11	ACC Beasley	ACC Protective Services to make contact with the ACPO lead on Roads Policing and share fatality management process/best practice. This will be undertaken by the end of June 2011.	27-Apr-11	AMBER

Ref	Areas for Improvement	Due Date	Action Owner	Management Response	Date of update	RAG Status
	Cable offences					
AFI.10 (R.2)	The force is not carrying out intelligence interviews on all persons arrested or convicted of metal theft. Wherever possible, this should be conducted by a CID officer with consideration as to whether the suspect might also be suitable for potential referral to the Dedicated Source Unit. (page 18)	30-Jun-11	Territorial Policing	The responsibility for this Area for Improvement has moved to Territorial Policing.	24-Mar-11	
AFI.12 (R.2)	The budget for CHIS is £30,000 for the whole of BTP. The force should consider whether this is enough, given the amount of crimes committed and of how it wants to increase the number of CHIS. (page 18)	31-Jul-11	ACC Beasley D/Supt Shrubsole	A CHIS strategy is to be developed by the end of July 2011, which gives consideration to incentives and reward fund.	27-Apr-11	AMBER
	Fatalities and level crossings					
AFI.15 (R.3)	BTP does not have a problem profile for fatalities on the rail network. Such research would potentially identify further preventative opportunities and build on the good work the force is already carrying out in this area. (page 21)	30-Jun-11	Lucy Rayner	Currently there is no recent problem profile for fatalities at force level. BTP's AIB's undertake Pier Plans for hotspot locations and vulnerable people at a Level 1 basis as and when necessary. There is currently no requirement to produce a force problem profile unless any issues are raised at a Level 2 Tactical meeting. BTP is currently sharing data with the National Suicide Prevent Group, chaired by Network Rail (NWR) which is attended by NWR, ATOC, ASLEF, TOCs, Smaritans, RSSB. Any prevention methods are discussed and deployed in this forum. This recommendation will also be considered in the monthly QA Fatality Management Meeting being held on 14 April 2011.	28-Mar-11	GREEN
	Serious Sexual assaults and violent crime					
AFI.16	The force is just missing the target of offences brought to justice for serious violence against the person, sexual and robbery offences by at least two percentage points from the 2009/10 level. For April to September 2010 the rate is 30%, against a target of 31%. (page 23)	30-Jun-11	N/A	This will no longer be applicable. Monitoring Offences brought to Justice (OBTJ) will be undertaken via the quarterly DCI meeting.		N/A
AFI.17	BTP has 55 sexual offence trained officers (STOs). They secure and preserve forensic evidence, obtain victim statements and provide support to victims of rape and other serious sexual assaults. Of this number, 40 are considered to be available for deployment. The force does not maintain any record of when STOs are deployed or the time taken to reach a victim. This would be relevant information to know to help ensure officers' skills are kept current and that victims are receiving prompt attention. (page 23)	30-Jun-11	Peter Ward Learning & Development	This action was discussed at the last STO (SOIT) force forum meeting on 10 March 2011. It was agreed that this was not an L&D issue and the action was passed to A/DI Natrass who is the BTP Deputy lead on sexual offences issues. A/DI Natrass discussed this in detail with Head of Profession, DCI David Shipperlee and both agreed that it was the responsibility of their department to maintain records when STO's are deployed for Protective Services. Any training requirement coming from this will be discussed at the three monthly BTP forums. It is proposed that all STOs and Area Special Point of Contacts will be written to requiring them to ensure that they complete a relevant form giving sufficient details of their deployment and sending that form to A/DI Natrass at Protective Services, FHQ. The new system will be in place by 1 June 2011.	27-Apr-11	GREEN
	Serious and Organised Crime:					
AFI.18	OCG operations are now fully costed and each Area has a dedicated financial investigator. BTP needs to ensure the Proceeds of Crime Act legislation is fully exploited. Although lessons learnt from operations are now captured, the force needs to have a system in place to allow these to be easily retrieved and shared with newer or less experienced staff. (page 24)	30-Jun-11	DS Vince West	Each Area within BTP has at least one Financial Investigator (FI) who is either fully trained or nearing full accreditation. As the geographical spread of BTP creates a natural barrier to the sharing of knowledge and the exchange of best practices and lessons learned, BTP has created a dedicated FI mailbox accessible to all FIs. The mailbox is a live forum with postings being simultaneously received by all FIs and allows best practices and procedures, items of interest and other issues to be shared and addressed by all. In time, this will lead to the creation of a small database on matters that have significance or focus on objectives specific to BTP and its community, including confiscation and asset recovery issues. These activities are a supplement to the national forum operated by the NPIA Proceeds of Crime Centre.	05-Apr-11	COMPLETE

Ref	Recommendation	Due Date	Action Owner	Management Response	Date of update	RAG Status
	Major and Serious Crime					
AFI.19	The force still faces a number of challenges. These include how to justify the resourcing of investigatongs that can be hundreds of miles from where teams are based, and how to ensure specialists including SIOs maintain their level of skills. (page 24)	30-Jun-11	ACC Beasley	The SIO function has been reviewed and a paper presented to SCT in March 2011. This resource has been restructureed to meet the demand model. Adverts have been placed with a closing date of 24 April 2011. Interviews are scheduled to take place in May 2011.	29-Mar-11	GREEN
	Value for Money: Staffing and Costs					
AFI.20 (R.4)	The cost of major crime specialist resources and support functions and issues around maintaining levels of skills should be considered within scenario planning. (page 24)	30-Jun-11	N/A	The responsibility for this recommendation (R.4) is contained within the Finance & Corporate Services Improvement Plan.		
N.B. The number in brackets refers to the page in the HMIC Inspection findings report where the Recommendation/Area for Improvement can be located.						

IMPROVEMENT PLAN 2011

HMIC Police Report Card Inspection: 4-8 October 2010

SCT Portfolio Holder: ACC Stephen Thomas, Operations

Improvement Plan Owner: Paul Day

Ref	Recommendation	Due Date	Action Owner	Management Response	Date of update	RAG Status

Ref	Areas for Improvement	Due Date	Action Owner	Management Response	Date of update	RAG Status
	Value for Money: Staffing and Costs					
AFI.22 (R.4)	<p>More detailed work has to be done on modelling demand if BTP takes on the deployment responsibility for the NPAS, and on understanding IT implications. This is a potential risk given the current problems with IT in the force. (page 27)</p> <p>(The responsibility for this Area for Improvement is contained within recommendation (R.4) part of Finance & Corporate Services Improvement Plan. This area for improvement has also been allocated to Territorial Policing, who are responsible for providing the Management Response).</p>	31-Jul-11	ACC Territorial Policing	The IT weaknesses identified by staff to the HMIC Inspection Team were addressed in the '50 days of change' that took place at the end of 2010. The Wide Area Network Project is progressing and is still due for completion by the end of 2011.	05-Apr-11	

N.B. The number in brackets refers to the page in the HMIC Inspection findings report where the Recommendation/Area for Improvement can be located.

IMPROVEMENT PLAN 2011

HMIC Police Report Card Inspection: 4-8 October 2010

SCT Portfolio Holder: Sharon Burd,
Director - Finance & Corporate Services

Improvement Plan Owner: Kirsty Want

Ref	Recommendation	Due Date	Action Owner	Management Response	Date of update	RAG Status
R.4	BTP assess and reports in more detail the operational impact and risks associated with its scenario planning against a range of budget cuts. (pages 6, 27, 32)	30-Jun-11	Simon Hart	See Management Response below at AFI.21	07-Apr-11	AMBER

Ref	Areas for Improvement	Due Date	Action Owner	Management Response	Date of update	RAG Status
	<i>Neighbourhood Policing and Anti-social Behaviour (ASB)</i>					
AFI.9 (R.1)	There was limited evidence at some of the rail and underground stations visited of signs and poster providing details and locations of BTP police stations and contact numbers. (page 14)	30-Jun-11	Leigh Stringer	This has been an issue which BTP has been endeavouring to resolve for some time with Network Rail and it is now being escalated within Network Rail to resolve.	07-Apr-11	AMBER
	<i>Value for Money: Staffing and Costs</i>					
AFI.21 (R.4)	BTP has carried out several detailed exercises in identifying and delivering efficiency savings. Although it has undertaken scenario planning, to aid prioritisation, more work could be done to fully understand the operational impact budget cuts would have on its ability to provide a policing service. HMIC recommends that BTP assess and report in more detail the operational impact and risk against its scenario planning. (page 26)	30-Jun-11	Simon Hart	Finance and Corporate Services will be liaising with Command Support in relation to scenario planning to understand the operational impact the budget cuts will have on the ability of BTP to provide a policing service.	07-Apr-11	AMBER
AFI.22 (R.4)	More detailed work has to be done on modelling demand if BTP takes on the deployment responsibility for the NPAS, and on understanding IT implications. This is a potential risk given the current problems with IT in the force. (page 27)	30-Jun-11		This area for improvement has been allocated to Operations and Territorial Policing.	N/A	
N.B. The number in brackets refers to the page in the HMIC Inspection findings report where the Recommendation/Area for Improvement can be located.						

IMPROVEMENT PLAN 2011

HMIC Police Report Card Inspection: 4-8 October 2010

SCT Portfolio Holder: Teresa Hickman
T/Director - Human Resources

Improvement Plan Owner: Peter Ward

Ref	Recommendation	Due Date	Action Owner	Management Response	Date of update	RAG Status

Ref	Areas for Improvement	Due Date	Action Owner	Management Response	Date of update	RAG Status
	Confidence and Satisfaction					
AFI.25	BTP is meeting its target of improving the representation of female police officers in the force to 16%. Consideration should be given to increasing the target: Home Office averaged 26% in July 2010.	30-Jun-11	Cory Winstanley	<p>a) At 31 March 2011 BTP had 15.9% female representation, which equates to 457 officers. Female representation has remained static for several years (it was 15.8% in March 2006). Increasing female representation has proved historically challenging for BTP.</p> <p>b) Representation targets have been removed from the Annual BTP Policing Plan and are now located within the Strategic Plan. Specific campaigns to increase female representation have been used in the past with limited success. Within the context of the Strategic Plan HR will re-examine the current recruitment approaches. This will be combined with liaison with Area and Departmental managers to seek to reduce the use of transferees to fill specialist roles. Learning and Development is reviewing skills sets and career paths within BTP with a view to supporting an increase in the movement of existing BTP resources to specialist positions.</p>	06-Apr-11	RED

N.B. The number in brackets refers to the page in the HMIC Inspection findings report where the Recommendation/Area for Improvement can be located.

IMPROVEMENT PLAN 2011

HMIC Police Report Card Inspection: 4-8 October 2010

SCT Portfolio Holder: Deputy Chief Constable

Improvement Plan Owner: Marie Daniels

Ref	Recommendation	Due Date	Action Owner	Management Response	Date of update	RAG Status

Ref	Areas for Improvement	Due Date	Action Owner	Management Response	Date of update	RAG Status
	Confidence and Satisfaction					
AFI.26 (R.5)	BTP does not monitor performance against the Policing Pledge as a separate entity. Parts of the Pledge are monitored by the Neighbourhood Policing Project Board. Any that feature in the <i>Policing Plan</i> (e.g. Policing Pledge Point 4, setting local priorities and Policing Pledge Point 9, keeping people informed) are reported at force performance meetings. The Policing Pledge is not obvious on the force website or at stations, and to date BTP has not reported to the public how successful (or otherwise) they have been in meeting the Pledge. (page 30)	30-Jun-11	Nic Pole / Simon Peel	BTP has now incorporated the objectives from its original Policing Pledge into business as usual, and in keeping with the Home Office decision last year to abolish the Pledge, no longer has a stand alone Policing Pledge. A number of the original BTP Policing Pledge objectives are specific Policing Plan targets for 2011-12, and other areas will continue to be managed through the Neighbourhood Policing Project Board and the Force Management Team meeting. Media and marketing material across BTP is being updated accordingly.	05-Apr-11	COMPLETE

N.B. The number in brackets refers to the page in the HMIC Inspection findings report where the Recommendation/Area for Improvement can be located.