



**THE NORTHERN IRELAND
POLICING
PLAN
2020-2025**

**& ANNUAL
PERFORMANCE
PLAN
2023/24**

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ANNUAL PERFORMANCE PLAN 2023/24

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FOREWORD



I am pleased to present the Northern Ireland Policing Board's Policing Plan 2020-2025. This Plan has been developed in partnership with the Police Service of Northern Ireland (PSNI) and outlines our collective policing ambition for the years.

It has been shaped by feedback from a series of public events and an online consultation which has given us invaluable insight into what good policing means to you and how both the Northern Ireland Policing Board (the Board) and PSNI can best serve the people of Northern Ireland.

Within the Policing Plan 2020-2025, we've stated our three outcomes for policing: that we have a safe community, we have confidence in policing, and we have engaged and supportive communities. As a Board, we strongly believe that working to these outcomes will enable the PSNI to deliver effective policing that is visible, accessible, responsive, victim focused and continually improving.

The accompanying Annual Performance Plan 2023/24 sets out the indicators and measures the Board will use to assess PSNI's progress against the outcomes set. This will be reviewed on an annual basis to allow the Board and PSNI to respond to any emerging issues.

Good policing requires collaboration and connection to the community. These outcomes emphasise the importance of a partnership approach, where the PSNI and the Board engage and work with key stakeholders, communities and the public and private sectors to ensure everyone feels confident and invested in their policing service.

The Policing Plan 2020-2025 and Annual Performance Plan 2023/24 bring focus on specific areas of policing but do not reflect all the issues that police deal with on a day to day basis. The service provided is also shaped by Local Policing Plans developed by PSNI and issues identified in Policing and Community Safety Partnership (PCSP) Action Plans. Input, information and support from the public and partners at a local level will help us create a landscape where people, particularly those most vulnerable in our communities, can feel safe, secure and confident in their environment and supportive of the policing within it.



THE POLICING PLAN IS **WHAT WE WANT**,
THE PERFORMANCE PLAN IS **HOW WE WILL DO IT**

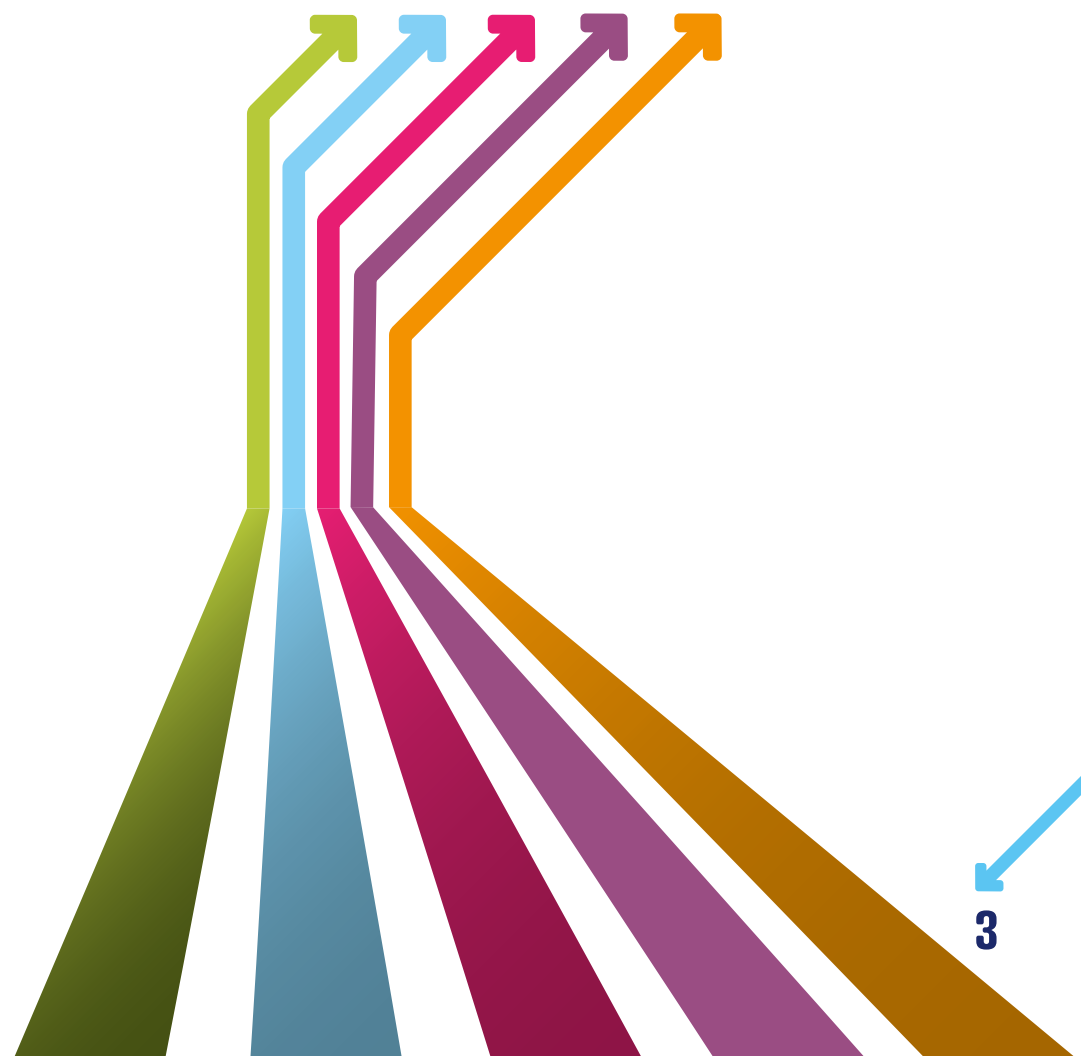
Policing and other public services face significant challenges over the next number of years. Available resourcing, new crime trends and types, along with changing societal needs all impact on service delivery. As a 24/7 service, many of the vulnerability and harm issues that policing now routinely encounters do not need a criminal justice solution but require community safety or public health led intervention.

These are issues that will be a feature over the lifespan of this 2020-2025 Plan and areas of work that the Board will continue to progress with the PSNI.

All of the work that we do within the Board is focused on the need to keep people safe, ensure the public has confidence in policing and engage communities across Northern Ireland on policing and issues that impact on public safety.

These plans will allow us to measure year on year progress against the three outcomes set and tell you, the community who we work for, what has been achieved.

CHAIR
NORTHERN IRELAND
POLICING BOARD





FOREWORD

In this plan the three agreed outcomes closely align with my ambition as Chief Constable that we are a police service that cares about the public, our staff and our partners; that listens to the public, our staff and partners and that then take action with the public, our staff and partners.

Policing is continually evolving as more traditional and visible crimes give way to new crimes such as cyber related offending which can cross many international boundaries making it more difficult and expensive to investigate. The level of vulnerability within our communities also impacts upon policing. Every day we respond to around 55 calls for service with a mental health component. The severe terrorist threat also places a significant financial burden on policing along with the additional costs associated with parading, protests and dealing with the past. Yet at the same time there is an expectation for an improved response form of policing to how we answer calls, deal with everyday crime and anti-social behaviour alongside the demand for police visibility.

I recognise the need to ensure that your police service has the ability to deliver this Policing Plan, and our other responsibilities, effectively and efficiently. In order to do so I have submitted a number of strategic outline cases, to Government, seeking more police officers and additional investment in IT and the police estate. Regardless of this we will ensure that we continue to work relentlessly to keep people safe and to remain visible, accessible and responsive to your needs.

Together with the Policing Board, we have agreed, in the Policing Plan, those areas which we believe communities would want us to focus on and a performance plan which gives the confidence that we can and will deliver. We have sought to be both challenging and ambitious.

We look forward to working with the Policing Board, our partners and the public in delivering the outcomes in this Policing Plan.

SIMON BYRNE
CHIEF CONSTABLE
PSNI





INTRODUCTION

POLICING PLAN 2020-2025 AND THE ANNUAL PERFORMANCE PLAN 2023/24

Issuing a Policing Plan and a Performance Plan are key legislative responsibilities of the Board. Both Plans have been developed in partnership with the PSNI so there is agreement on what we want to achieve and how we plan to do it.

The Northern Ireland Policing Plan 2020-2025 outlines **three outcomes** that we want policing to deliver for the people of Northern Ireland. This will allow the Board to strategically assess and monitor the impact of this Plan over five years.

The Performance Plan¹, is a one year document which will support the evaluation and delivery of the Policing Plan across a 12 month period. It sets out the information we will use to tell us if the PSNI has made progress towards achieving the outcomes. The **nine indicators** and **sixteen measures** outlined in the Performance Plan will be used to help quantify the progress towards our outcomes, inform the basis of the information reported to the Board and provide an insight into how well both Plans are progressing.

The Board values evidence-based monitoring, analysis and evaluation. Therefore, both Plans have been developed using the Outcomes Based Accountability (OBA) framework.

This approach is in line with the draft Programme for Government (PfG) and enables the Plans to focus on outcomes which clearly demonstrate continuous improvement² in police performance and a positive impact within the community.

In order to inform both Plans the Board completed an 11 week public consultation process which closed on 6 January 2020. During this period the Board and the PSNI, in partnership with PCSPs, engaged with a range of representative groups and local people. All responses have been considered in the development of the final Plans. Key documents and evidence also informed the Plans, such as the Review of Local Policing³, the Justice Minister's Long Term Policing Objectives, the Programme for Government 2016-2021, and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspections of PSNI Effectiveness and Efficiency.

Monitoring and analysis of police performance against the Plans will take place throughout the year, with both Plans reviewed on an annual basis, in line with the provisions of the Police (NI) Act 2000. This will provide the opportunity for the Board and PSNI to address specific issues that may emerge throughout the year.

1 Found on pages 20-49.

2 Collaboratively the Board and PSNI agreed the definition of continuous improvement as "Working collaboratively to continuously identify and implement improvements to the economy, efficiency and effectiveness of policing and to evaluate progress and impact on service provision to the community".

3 *Local Policing Review 2018*, Consultation Response, Available online at:

www.nipolicingboard.org.uk/sites/nipb/files/media-files/local-policing-review-response-document.pdf

The Policing Board is responsible for the independent oversight of the PSNI and has a range of legislative duties to deliver.

These include monitoring trends and patterns in police complaints; the extent to which police and police staff are representative of the community; appointing senior officers; overseeing complaints and disciplinary proceedings against senior officers; monitoring the exercise of the functions of the National Crime Agency (NCA) in Northern Ireland; assessing the effectiveness

of PCSPs and Belfast District Policing and Community Safety Partnerships (DPCSPs); administering and facilitating Police Appeals Tribunals (PATs); and administering Injury on Duty (IoD) Awards. More information on the Board's work can be found at www.nipolicingboard.org.uk.

The work of the PSNI is extensive and it is not possible to include everything in relation to policing within this Policing Plan. Set out below are some of the other key documents and work areas that shape day to day police service delivery.

CONTEXT OF POLICING



LOCAL POLICING PLANS

In consultation with PCSPs, the PSNI is responsible for the development of local policing plans to provide a District focus. These plans set out policing commitments in each district and can cover issues such as anti-social behaviour (ASB), drugs and road safety matters.

PCSP ACTION PLANS

Each PCSP, including the four Belfast DPCSPs has an annual Action Plan in place. These include how the PCSP will improve community safety by tackling actual and perceived crime and how they will support community confidence in policing. The PCSP Policing Committee will monitor the work of the PSNI in delivering the local policing plans.

LOCAL POLICING REVIEW 2018 RESPONSE DOCUMENT

The findings from the Local Policing Review Consultation have informed the Policing Plan and Performance Plan. This has ensured the headline actions identified are fed into the Policing Plan accountability framework for strategic policing in Northern Ireland. This includes visibility, neighbourhood policing, vulnerability and mental health, call handling, collaboration and multi-agency working; and competing policing demand.



COLLABORATION WITH CRIMINAL JUSTICE PARTNERS

The Department of Justice (DOJ) is responsible for a Northern Ireland wide Community Safety approach which includes issues such as crime prevention; addressing volume crime; reducing harm and vulnerability; and enforcement through the provision of the legislation and relevant powers, all deliverable through problem solving and partnership working.



HUMAN RIGHTS BASED APPROACH

Having a rights based police service is a key element in both delivering and building public confidence in the service provided by the PSNI. The Board is legislatively required to monitor the PSNI's compliance with the Human Rights Act 1998 and it carries out this role with the assistance of an Independent Human Rights Advisor. Each year the Board produces a report on its assessment of that compliance against specific areas of policing. These may include issues such as custody healthcare and stop and search.

OUTCOMES

NORTHERN IRELAND POLICING PLAN OUTCOMES



1

**WE HAVE
A SAFE
COMMUNITY**



2

**WE HAVE
CONFIDENCE
IN POLICING**



3

**WE HAVE ENGAGED
AND SUPPORTIVE
COMMUNITIES**

OUTCOME 1: WE HAVE A SAFE COMMUNITY

This outcome is about tackling crime to make communities safer and ensure people feel safe. Working together with our partners, we will protect and support all those who live, work, socialise and travel in Northern Ireland. This will enable individuals to be safe and to feel safe in their communities; secure in their environment; and ultimately thrive within society. This will be supported by the PSNI adopting a prevention first approach.

There are three necessary components for a crime to occur; a victim, an offender and a location - addressing one component will prevent a crime from occurring. The indicators (see page 22) which have been developed to tell us if we have made progress towards achieving **a safe community** are linked to these components.

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

This outcome is about building community confidence in the work of the PSNI. Alongside key partners, the PSNI is responsible for safeguarding and protecting the public from a range of threats and harm. To do this effectively, and successfully tackle crime, confidence in policing is essential.

Evidence has shown that effective community engagement, targeted activity and collaborative problem solving (internally and externally) with partners can significantly increase public confidence in policing.

By improving public perceptions and increasing trust, through fair decision making and positive public interaction, people are more likely to co-operate with the police and comply with the law.

Effectiveness, satisfaction and representativeness are all factors which can impact confidence in policing. The indicators (see page 28) which have been developed to tell us if we have made progress towards achieving **confidence in policing** are based on research and evidence into how to build confidence in policing.

OUTCOME 3: WE HAVE ENGAGED & SUPPORTIVE COMMUNITIES

This outcome is about building the relationship between police and the community. Building communities which are supportive of policing requires the PSNI to understand the value and benefits of working collaboratively to empower communities and individuals to help themselves. By adopting this approach the PSNI will demonstrate that they understand the needs of the community, involve the public in their decision making and local priority setting, and are accountable for their performance. PCSPs play a particularly important role working collaboratively with partners, and communities, so the PSNI can help make a positive difference to improve the lives of communities and individuals.

There is an evidence base to support the benefits of a sustainable police presence in local communities to prevent crime and enhance community safety. This is particularly important in supporting prosperity and the longer term development of the most deprived areas of Northern Ireland. Locally recognised and visible officers are an essential building block, enabling partnership working and helping to solve public safety problems together with the community.

The indicators (see page 33) which have been developed to tell us if we have made progress towards achieving **engaged and supportive communities** are centred on what the public told us from the Local Policing Review 2018 Consultation.



ANNEX 1

PAYING FOR THE PLAN 2023/24

At the time of publication, the PSNI Resource Plan for the 2023/24 financial year was not confirmed and details will be inserted when budget approval is received by Department of Justice.

ANNEX 2

NORTHERN IRELAND POLICE COLLEGE LEARNING AND DEVELOPMENT ASSESSMENT 2023-2024

INTRODUCTION

The Police Service of Northern Ireland is fully committed to supporting the learning and development of all our people to achieve the highest professional standards of a resourceful and capable workforce with the knowledge, skills and behaviours to enable them to provide an excellent policing service to the people of Northern Ireland. Learning and development will support the long term learning and development of our people by developing the technical skills, competencies and values based behaviours necessary to deliver high quality, continually improving policing services within Northern Ireland.

Policing faces the challenge of providing a trusted and accountable local presence whilst at the same time having the skills, technology and procedures necessary to combat international, often hi-tech, crime networks, operating globally across national and cultural boundaries. These changing demands are driving an increase in professionalism and expertise and challenging the practices, culture and leadership required to ensure that Police Service of Northern Ireland remains effective at keeping the people who live, work and visit Northern Ireland safe.

Confidence must be built and legitimacy demonstrated, not only through a representative workforce but also within the skills, knowledge, behaviours, and collective leadership of those who work in policing.

The policing environment and context continues to evolve. Reducing budget provision means the advancement of our digital infrastructure within the Police College NI is a priority as we continue to develop blended and scalable delivery models.

The transition of District Training to the Police College NI will enhance connections with local policing and open up new opportunities for optimisation and the ability to create and deliver end to end learning pathways for our workforce at all stages of their career.

The establishment of a Leadership and Organisational Development Faculty within the Police College NI will ensure a more integrated and connected response to identifying and meeting the leadership and development needs of our workforce. Priority will be given to the development of a culture of shared purpose, identifying and equipping our people with the necessary skills and tools to perform their role both now and in the future, supporting line manager capability and confidence at all levels and developing a Talent Management Framework.

Learning and development must support strategic priorities, be relevant to business need and aligned with organisational direction. This assessment and associated annual delivery plans will ensure that resource investment and programme design and delivery will align with organisational direction including the Northern Ireland Policing Plan 2020-2025 and Annual Performance Plan 2023/2024, PSNI Horizon 2025, People Strategy 2025 and other emerging strategic plans over the coming years. The Police Service of Northern Ireland understands that investment in the continuous development of our people is key to ensuring PSNI is a great place to work, has a highly skilled connected and capable workforce with great people managers and high performing teams.

STRATEGIC LEARNING AND DEVELOPMENT OBJECTIVES

The Northern Ireland Police College will meet these challenges by developing and inspiring, resourceful, professional and agile staff who:

- Are committed to consistently demonstrating Policing with the Community behaviours;
- Are accountable, keeping people safe by preventing harm, protect the vulnerable and detecting offenders while upholding human rights and treating all with fairness, courtesy and respect; and
- Are engaged, collaborative, dynamic and responsive to the changing needs of communities in Northern Ireland.

KEY LEARNING AND DEVELOPMENT PRINCIPLES:

Learning will be reflective, evidence based, developmental, accountable and supportive to maximise the potential of our people;

Our learning and development activities will be operationally and functionally aligned. Staff will be provided with the necessary understanding, knowledge and skills to fulfil their potential regardless of their rank, grade or role.

- Learning will support the development of confident decision makers who innovatively solve problems and build sustainable partnerships.
- Collective and compassionate leadership skills will be specifically developed and refreshed within the learning environment.
- High standards, excellence and an ethos of continuous improvement will be embedded within the learning culture, embracing digital first where appropriate.

In order to achieve our strategic learning and development objectives and key principles the Police College Northern Ireland will:

Work collaboratively to ensure that learning and development is relevant to service requirements.

- Engage and partner with internal and external stakeholders to provide high quality standards of professional development which is relevant, informed and evidence based;
- Maximise opportunities for co-design, co-development and co-delivery of learning interventions with partners;
- Collaborate with stakeholders to ensure that our learning and development incorporates the informed voices, lived experiences and diverse perspectives of those with whom we work and those that we serve;
- Build and maintain effective partnerships with police organisations across UK, Ireland and beyond to ensure that Police Service of Northern Ireland remains at the forefront of policing development, influencing national policing standards and direction;
- Demonstrate we care by listening to our people and acting accordingly to ensure that our learning interventions clearly reflects their development needs, is provided in an accessible format, and in a method that suits their working environment.

Deliver learning and development to relevant standards of professional practice.

Collaborate with HEIs to professionally accredit and deliver learning that recognises the skills and knowledge of our people;

Quality-assure learning provision and assessment, benchmarking against relevant accredited and licensed standards wherever possible;

- Continually evaluate the effectiveness and demonstrate outcomes of the learning interventions with learners and practitioners, making improvements where necessary;
- Engage independent audit where appropriate of learning delivery including the impact on organisational effectiveness and outcomes;
- Promote continual improvement and innovative approaches to learning delivery to best meet the needs of the organisation and the learner, including blended pedagogical approaches incorporating face to face delivery, digital learning, practical role play, simulations, coaching, mentoring, and self-directed learning;
- Learning within the Police College Northern Ireland will be designed, developed and delivered by professionally qualified and competent staff;
- Learning material, assessment activities and the learning environment must support the requirements of a diverse workforce with differing needs and required adjustments;
- Learning focused on promoting ethical and values based decision making and high standards of integrity.

Plan efficiently and effectively to align learning and development capacity with organisational demands and priorities.

- Identify and plan for short, medium and long term learning and development needs;
- Continually align learning and development to support the vision and priorities of the Police Service of Northern Ireland;

- Prioritise learning and development, in collaboration with business areas, to ensure that available resources are used efficiently and effectively;
- Monitor Police College Northern Ireland performance in order to improve efficiency, effectiveness and impact.

Promote best practice based on evidence and research

- Support the involvement of staff in designing, undertaking or critically reviewing research for policing in order to contribute to the growing evidence base;
- Engage and partner with academic and policing professionals to enhance police effectiveness through objective knowledge sharing and transfer;
- Integrate the best evidence and research available into learning delivery, learning content and operational practice;
- Identify gaps in evidence and support research to provide necessary validation.

This learning and development assessment supports the delivery of operational policing, embeds Policing with the Community behaviours, supports the implementation of a collective leadership approach and demonstrates that we care, we listen, and we act.

This is co-ordinated through the Police College Northern Ireland Business Plan. The Plan is two-fold; it demonstrates the continuous improvement ethos of the Police College Northern Ireland and in addition, details appropriate learning and development interventions for our people to gain the required skills, knowledge, and understanding alongside the associated behaviours to enable them to perform their roles effectively.

The learning and development interventions fall into three main areas:

- Mandatory and refresher training for all staff;
- Initial training for new and newly promoted police officers and police staff;
- Leadership and organisational development;
- Supporting and embedding organisation and cultural change through leadership and management development, change management approaches, talent management interventions and assisting with the introduction of new methodologies, technologies, processes and equipment.

The Police College Northern Ireland also delivers licensed College of Policing training products in a variety of areas including the Crime Faculty and Tactical Training Faculty.

MANDATORY AND REFRESHER TRAINING

Volume refresher training accounts for the largest proportion of training days delivered by the Police College Northern Ireland. Tactical Training Faculty delivers training in firearms, public order, personal safety (PSP), driving and first aid for all police officers. It also delivers specialist training for Armed Response Units (ARU), Close Protection Unit (CPU), Dog Handlers and Boats (Coxswains). A priority is to facilitate compliance with training standards for Firearms, First Aid and PSP, otherwise known as mandatory refresher training.

Specialist training will continue to support our people to counter the threat posed both nationally and internationally by violent extremism and organised crime. This includes a range of mandatory refresher training for Counter Terrorist Specialist Firearms teams, surveillance teams and Intelligence Officers.

Crime Faculty will provide training in support of the objectives of the Investigative Standards Committee and delivers higher level investigative skills training to selected police officers in non-detective roles in line with organisational priorities. They will also deliver specialist training in conjunction with our partners to police officers in specialist detective roles such as Public Protection Units.

The Police College Northern Ireland will also work in collaboration with other business units to support the assessment, design, development and delivery of a range of identified mandatory training interventions necessary for staff as required.

INITIAL TRAINING

The Police College's Policing Foundations Faculty team continue to deliver the Student Officer Development Programme to new student officers and a modernised and enhanced Probationer Officer Development Programme has just commenced. These programmes are focussed on embedding our Policing with the Community approach and our organisational values as well as providing the technical training required for new police officers. The Police College Northern Ireland continues to develop formal collaborative arrangements with academic partners to continually improve standards in policing learning and development.

The Policing Foundations Faculty team also deliver initial and refresher training to Custody Officers and to Civilian Detention Officers.

Crime Faculty will train all new to role and new to rank detectives in line with nationally licensed standards and in compliance with the Professionalising the Investigation Process (PIP).

Learning Technologies Faculty will provide training for new Call Handler and Dispatcher staff for the PSNI's Call Management Centres and provide IT systems training to all Student Officers.

The new Learning and Organisational Development Faculty within the Police College Northern Ireland will commence work in partnership with the other business units to identify, design, develop and implement a range of induction materials for newly appointed staff across all ranks, grades and roles as part of the wider talent management and succession planning approach within the organisation.

LEADERSHIP, MANAGEMENT AND ORGANISATION DEVELOPMENT

Under the strategic vision of the ACO, People and Organisation Development, transforming leadership and organisation development will progress this year within the Police College Northern Ireland and will see the establishment of a new Leadership and Organisational Development Faculty.

This will support the development of a collective leadership approach across the organisation, focused at developing leaders at all levels, the provision of role specific training to new appointees across all ranks and grades, continuous professional development for existing leaders and succession planning initiatives to support those in their career aspirations and advancement.

The Police Service of Northern Ireland collective leadership approach will provide a new framework for the development interventions needed to support our people across three levels in the organisation – Emerging Leaders, Established Leaders and Executive Leaders.

We will further develop a coaching and mentoring culture within the organisation to support all our staff. A collaborative approach will continue internally in support of the People Strategy 2025 to build and develop organisational capacity and capability in leadership and management.

The new Leadership and Organisational Development Faculty will commence work to build the capacity and capability of the workforce in the key areas such as change management, performance management, innovation and continuous improvement.

Collaboration will continue with a range of partners including Health and Social Care, College of Policing, academic partners and with An Garda Síochána as part of the Cross Border Strategy. We will actively seek new strategic alliances and partnerships to support the progression of our leadership and organisational development activities across all sectors.

Learning Technologies will explore new digital technologies to support the integration of further blended learning approaches throughout Police College Northern Ireland and will actively support the Digital Learning Strategy including Hydra in the Cloud technology and a transformative College Management System.

A new electronic Firearms and Records Management (FARM) system is being introduced to support Firearms training management and assurance.

PERFORMANCE AUDIT AND ASSESSMENT OF LEARNING

The Police College Northern Ireland's Performance Audit and Assessment Unit (PAA) is positioned under the Learning Support area to provide independent advice and guidance to all our teams in the continuous development and improvement of our learning interventions. PAA provides reassurance the Police College Northern Ireland Senior Leadership Team in relation to quality assurance of our training delivery.

PAA explore and review the many aspects of learning delivery from course commissioning, facilitator utilisation, student/delegate attendance rates, evaluation of training and audit of compliance with quality assurance processes.

Feedback provided by PAA from audits, learning evaluations and thematic reviews help the teams identify areas for development and improvement to ensure the highest quality of learner experience is maintained.

PAA also design exams and assessments for a wide variety of learning interventions including the Student Officer Development Programme. PAA is also responsible for the development of PSNI promotion exams and corresponding study guides for the ranks of Sergeant and Inspector and will continue to improve these products through collaboration with Human Resources Department.

A member of the PAA team is the College lead on neurodiversity and the Police Service Northern Ireland Lead Coordinator in the National Police Autism Association. They report on same to strategic forums within the organisation and continue to explore, research and develop interventions and practices that support inclusion and neurodiversity.



ANNEX 3

ACHIEVING WORKFORCE MODERNISATION

The Chief Constable has set out his vision for the Police Service of Northern Ireland to be a Service that cares, listens and acts – whether in support of the community, our organisation or our individual colleagues. To help achieve this, the Police Service will need to further modernise how they work and continue to build on the values that underpin a supportive, inclusive workplace culture. The Service wants to build a vibrant and improved workforce where each member of staff feels that they have a stake in their future.

The Chief Constable has developed a People and Culture Strategy for 2020-2025 that aims to support the organisation in delivering a responsive, visible, accessible and victim focused service. This Strategy includes plans to develop the right skills and leadership capability to enable the Service to be a high performing and appropriately equipped organisation with the wellbeing of everyone at the core.

A Resource Allocation Model will provide the framework to align the workforce against defined priorities which will enable us to manage surges in demand by developing the PSNI workforce to have the capacity and capability to deliver a high performing range of policing services and to fulfil its strategic aims, as well as being equipped and agile to respond to current and future challenges will be enabled by the delivery of the People Strategy.

To achieve this the organisation will ensure that the right people, are utilised in the right place, at the right time with the right skills. We will adopt workforce planning approaches to ensure the modernisation of our workforce, which will include role redesign and exploration of new roles as necessary to meet our evolving need and in recognition of wider workforce availability. An overarching aim will be to deliver value for money and improved productivity through an appropriate and balanced workforce of police officers, police staff and contracted services.

ANNEX 4

THE DEPARTMENT OF JUSTICE'S LONG TERM POLICING OBJECTIVES

In line with the Police (Northern Ireland) Act 2000, the Department of Justice has a legislative duty to set the Long Term Objectives and review these as and when required. The current Long Term Policing Objectives are:

1. That policing is delivered in a way that protects and vindicates the human rights of all and preserves the fundamental responsibility of the police to serve all parts of the community.
2. That the community has an effective, accessible and accountable policing presence to address the identified and understood needs of the community, to enhance public confidence in the police, and to deter criminality and reduce harm.
3. That policing in its widest sense is a shared responsibility that involves effective partnership working between police services, the public, and statutory, voluntary and private partners.
4. That policing contributes to the transformation of Northern Ireland to a more inclusive and cohesive society; and that it pro-actively responds and adapts to emerging changes in society.
5. That the Police Service continues to be:
 - free from external interference in operational matters;
 - accountable within the rule of law;
 - answerable to the community through the Policing Board for operational decisions and overall performance, and locally to Policing and Community Safety Partnerships (PCSPs); and
 - accountable to the public through the Policing Board, the Department and the Assembly for the use of public money.

In addition the Department of Justice has a legislative requirement to consult the Board as and when they are revised.

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ANNUAL PLAN PERFORMANCE 2023/24

JOINT FOREWORD



It is important that the performance goals agreed for the Police Service are tested to ensure that they remain relevant to the identified needs of communities and meet the Service's statutory duties. In recognition of this the Northern Ireland Policing Board Policing Plan 2020-25 requires that these are reviewed annually and published in an Annual Performance Plan to allow the Board and the Police Service of Northern Ireland to respond to any emerging issues.

As a result of this year's review, the Board in consultation with the Police Service has agreed that, while the Outcomes and Indicators within the Performance Plan remain unchanged, there will be some changes to existing measures and the introduction of three new measures.

With the Police Service of Northern Ireland facing the second year of exceptional budgetary reductions, the capacity of the Service to continue providing a high level of service to the public is increasingly strained. The Chief Constable has told the Board that policing in Northern Ireland will be smaller, less visible, accessible and responsive, with some aspects of service delivery looking different and others will slow down.

Despite the significant challenges for policing, the public of Northern Ireland can continue to have confidence that the Service will still answer 999 calls quickly, will continue to patrol neighbourhoods, will continue to investigate crime and bring offenders to justice.

The Board recognises that these budgetary pressures have led to large reductions in numbers of officers and staff, which in turn has significantly reduced levels of recruitment of new people into the Service. In recognition of this the Board has approved a change to the measure for 'representativeness' that will enable the Police Service of Northern Ireland to demonstrate its workforce becoming more representative of the community it serves.

Additional measures have been added to the Performance Plan to reflect the increasing public awareness and interest attached to key issues including: violence against women and girls; police conduct and; the responsiveness of the Police Service of Northern Ireland to 999/101 calls. The Board is satisfied that these changes to the Performance Plan will improve both transparency and the Board's ability to hold the Police Service of Northern Ireland to account for its performance.

DEIDRE TONER
CHAIR
NI POLICING BOARD

SIMON BYRNE
CHIEF CONSTABLE
PSNI

OUTCOME 1: WE HAVE A SAFE COMMUNITY

| INDICATOR | MEASURES 2023/24 |
|---|---|
| 1.1 FEWER REPEAT VICTIMS OF CRIME | 1.1.1 Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime in 2023/24. |
| 1.2 FEWER REPEAT OFFENDERS OF CRIME | 1.2.1 Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse. 1.2.2 Through activity which has a minor, moderate and major impact, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity. |
| 1.3 PEOPLE IN ALL COMMUNITIES FEEL SAFE | 1.3.1 Number of people in Northern Ireland who feel safe in their; local area, local high street or town centre and own home, including in the online space. 1.3.2 Rate of places repeatedly victimised. |
| 1.4 CRIME RATES AND TRENDS SHOWCASE AN EFFECTIVE POLICE RESPONSE | 1.4.1 Benchmark PSNI crime rates against previous rates and other similar police services. 1.4.2 Demonstrate progress against the Violence Against Women and Girls Strategy and Action Plan. |

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

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| 2.1 THE LEVEL OF PUBLIC CONFIDENCE IN POLICING | 2.1.1 Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused. 2.1.2 Report on the levels (numbers and outcomes) of conduct cases within the police service. 2.1.3 Report on the levels of 999 (emergency) and 101 (priority) call response. |
| 2.2 THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED | 2.2.1 Number of victims and service users who are satisfied with the service they have received. |
| 2.3 THE REPRESENTATIVENESS OF THE POLICE SERVICE | 2.3.1 Improve representativeness of the service across ranks, grades and departments by gender, community background, ethnic origin, disability, sexual orientation and in respect of recruitment, socio-economic background. |
| 2.4 DELIVERY OF EFFECTIVE CRIME OUTCOMES | 2.4.1 Levels of crime outcomes, with a particular focus on Domestic Abuse, to identify areas of concern. |

OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

| | |
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| 3.1 POLICE, IN PARTNERSHIP WITH LOCAL COMMUNITIES, INCLUDING PCSPS, IDENTIFY AND DELIVER LOCAL SOLUTIONS TO LOCAL PROBLEMS. | 3.1.1 Demonstrate progress against the "Here for You" Public Engagement Strategy and the associated Hallmarks of Neighbourhood Policing. 3.1.2 Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines. 3.1.3 Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised. |
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OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR

MEASURE

1.1 FEWER REPEAT VICTIMS OF CRIME

1.1.1 Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime in 2023/24.

1.2 FEWER REPEAT OFFENDERS OF CRIME

1.2.1 Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse.

1.2.2 Through activity which has a minor, moderate and major impact, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.

1.3 PEOPLE IN ALL COMMUNITIES FEEL SAFE

1.3.1 Number of people in Northern Ireland who feel safe in their; local area, local high street or town centre and own home, including in the online space.

1.3.2 Rate of places repeatedly victimised.

1.4 CRIME RATES AND TRENDS SHOWCASE AN EFFECTIVE POLICE RESPONSE

1.4.1 Benchmark PSNI crime rates against previous rates and other similar police services.

1.4.2 Demonstrate progress against the Violence Against Women and Girls Strategy and Action Plan.

INDICATOR 1.1: FEWER REPEAT VICTIMS OF CRIME

One of the most important roles the PSNI has is to support and protect the victims of crime within our communities. While Northern Ireland has a low level of crime in comparison to England and Wales, some people are at greater risk of being a victim of crime than others.

Ensuring all victims, in particular repeat victims, are supported in a way that meets their particular needs and circumstances is paramount to supporting a safe community. Concentrating policing efforts on reducing crime against repeat victims will have a significant impact, and improvement, on overall crime reduction.

A repeat victim is “a person who has been a victim of a crime on more than one occasion in a 12 month period. The repeat victimisation rate is the percentage of all victims who are repeat victims”.

This definition is used in the Northern Ireland Safe Community Survey and will allow for comparison between reported levels and experienced levels on an annual basis.

Findings from the 2018/19 Northern Ireland Safe Community Survey show almost a quarter (24%) of all victims were victimised on more than one occasion in the 12 months prior to interview.

Measure 1.1.1:

Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime in 2023/24.

While the PSNI will be reporting on and providing a service to all victims, it is essential that those most at risk and vulnerable in our society are afforded justice through additional support and protection. For repeat victims of crime the current statistics, trends and patterns, and evidence, led to Measure 1.1.1. having a particular focus on Domestic Abuse, CSAE and Hate Crime.

Domestic Abuse⁴ is an ongoing, long-term issue which accounts for a significant and increasing proportion of overall crime⁵ across the whole of Northern Ireland. The number of domestic abuse crimes is increasing and the types of crimes are becoming more severe, with approximately a fifth of all sexual offences and a third of all violent offences being domestically motivated.

4 ‘threatening, controlling, coercive behaviour, violence or abuse (psychological, virtual, physical, verbal, sexual, financial or emotional) inflicted on anyone (irrespective of age, ethnicity, religion, gender, gender identity, sexual orientation or any form of disability) by a current or former partner or family member’.

5 20% of all recorded crime in Northern Ireland in 2020/21. Taken from *Trends in Domestic Abuse Incidents and Crimes Recorded by the Police in Northern Ireland 2004/05 to 2020/21*, Annual Bulletin published 12 November 2021. Available online at: [Trends in Domestic Abuse Incidents and Crimes Recorded by the Police in Northern Ireland 2004/05 to 2020/21 \(psni.police.uk\)](https://psni.police.uk)

Child Sexual Abuse and Exploitation (CSAE)

has seen a significant rise over the last 20 years with the number of crimes committed against children increasing. Furthermore, the types of crimes children are victims of are becoming more harmful. For example over 25% of crimes against children in 2018/19 were sexual offences, compared to 9.8% in 2001/02.

There has been a steady increase in reporting of rape, sexual grooming and other sexual offences involving children over the last three years. Links have been identified between children, particularly children in care, flagged at risk of CSAE, mental ill health and risk-taking activities (reported as missing, illicit drugs and/or substance misuse).

Hate Crime is an ongoing issue which causes harm to the community. It is traditionally underreported, so the number of crimes recorded does not convey the full picture. In 2018/19 overall hate crime in Northern Ireland increased by 11% with increases in racist, homophobic, sectarian and disability hate crimes. The repeat victimisation rate for victims of hate crime is 8%. Recent analysis shows that perpetrators of hate crime are primarily juveniles and young adult males, therefore initiatives to prevent hate crime are directed at this demographic.

INDICATOR 1.2: FEWER REPEAT OFFENDERS OF CRIME

Similar to victims, offenders represent a small proportion of the population in Northern Ireland. However, from this small proportion over 60%⁶ of offenders had committed previous offences, with repeat offenders posing a significant risk to individuals and communities.

The PSNI, in partnership with others, will play a crucial role in tackling these persistent and repeat offenders and by concentrating efforts on these offenders it will have a significant impact on reducing crime overall.

Repeat offenders are defined as “*offenders [who] committed a proven re-offence within the year following release from custody, receiving a non-custodial court disposal or a diversionary disposal*”.

While the PSNI will be reporting on all reoffending, for 2022/23 there will be a particular focus on Domestic Abuse and Organised Crime Groups (OCGs). By focusing on these two areas a collaborative approach will be adopted in order to establish early intervention when offending issues first emerge in order to stop it becoming established behaviour, as well as preventing any escalation into more serious offending.

Measure 1.2.1: **Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2023/24.**

As over a third of all domestic abuse offenders are repeat offenders, with the PSNI concentrating efforts on these offenders it will help to reduce the overall harm caused by domestic abuse.

Measure 1.2.2: **Through activity which has a minor, moderate and major impact, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity.**

OCGs and paramilitary organisations exercise considerable influence on local communities through fear, intimidation and control. Such activities cause significant economic and social harm to communities, in particular those most vulnerable. In order to support local people and communities and enable a strong, resilient and peaceful society, this Plan has a key role in removing organised crime groups and paramilitary organisations.

There are overlaps between OCGs and paramilitarism, including paramilitary style attacks, extortion, intimidation, drug dealing and money laundering.

The assessment of how effectively OCGs and paramilitary groups are tackled will include the number of minor, moderate and major disruptions of OCGs and paramilitary groups and seizures of assets (drugs, firearms and cash).

6 *The Adult and Youth Reoffending in Northern Ireland (2016/17 cohort)*, November 2019. Available online at: www.justice-ni.gov.uk/news/adult-and-youth-reoffending-northern-ireland-cohort-201617

7 *The Adult and Youth Reoffending in Northern Ireland (2016/17 cohort)*, November 2019. Available online at: www.justice-ni.gov.uk/news/adult-and-youth-reoffending-northern-ireland-cohort-201617

INDICATOR 1.3: PEOPLE IN ALL COMMUNITIES FEEL SAFE

Often, people's 'feelings of safety' are not directly related to crime levels. Therefore this indicator has specifically been put in place to enable people to feel safe regardless of their location.

Measure 1.3.1:

Number of people in Northern Ireland who feel safe in their; local area, local high street or town centre and own home, including in the online space.

Understanding the locations where people feel unsafe, and identifying any demographic trend, will help address underlying issues and enable bespoke interventions. The issues could be around unreported crime where there is a need to build community confidence in policing so the public feel able to report a crime to the police and are assured that the response they receive will be effective.

Measure 1.3.2:

Rate of places repeatedly victimised.

Not all places experience the same level and type of criminality. This measure aims to ensure that places (specific places, streets, neighbourhoods) which experience a disproportionate volume of crime are identified and initiatives are put in place to address the underlying problem.

INDICATOR 1.4: CRIME RATES AND TRENDS SHOWCASE AN EFFECTIVE POLICE RESPONSE

Monitoring crime rate trends will help to ensure that the PSNI respond effectively to existing and emerging crime problems, and in turn provide assurances that we have a safe community.

Consideration of such crime trends will assist in demonstrating how well the PSNI is performing. It will aid the identification of patterns in victimisation and offending which may inform how the PSNI allocate resources in the longer term in order to protect victims, witnesses of crime and ultimately communities.

Ongoing comparisons with Police Services in other geographical areas will provide a wider context and highlight where there may be emerging national issues, learning and best practice which could improve policing in Northern Ireland.

Measure 1.4.1: Benchmark PSNI crime rates against previous rates and other similar police services.

This measure will provide an overview of the PSNI's performance against a broad range of crime types. It will ensure that crimes not specifically mentioned in other measures within the Performance Plan can be monitored. This allows the Performance Plan to be responsive to the changing patterns and trends in criminality and develop early intervention problem solving initiatives.

Furthermore, comparisons with other similar Police Services will allow the PSNI to identify potential current differences and future crime trends and address them.

Measure 1.4.2: Demonstrate progress against the Violence against Women and Girls Strategy and Action Plan.

Violence Against Women and Girls has been a prominent issue across the UK recently. In response to this the PSNI has developed a Violence Against Women and Girls Strategy and Action Plan. This Measure will enable the Board to scrutinize the PSNI's performance on delivering against the actions identified within the Action Plan and to monitor the levels and numbers of offenses committed in this area.

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

| INDICATOR | MEASURE |
|--|---|
| 2.1 THE LEVEL OF PUBLIC CONFIDENCE IN POLICING | <p>2.1.1 Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.</p> <p>2.1.2 Report on the levels (numbers and outcomes) of conduct cases within the police service.</p> <p>2.1.3 Report on the levels of 999 (emergency) and 101 (priority) call response.</p> |
| 2.2 THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED | <p>2.2.1 Number of victims and service users who are satisfied with the service they have received.</p> |
| 2.3 THE REPRESENTATIVENESS OF THE POLICE SERVICE | <p>2.3.1 Improve representativeness of the service across ranks, grades and departments by gender, community background, ethnic origin, disability, sexual orientation and in respect of recruitment, socio-economic background.</p> |
| 2.4 DELIVERY OF EFFECTIVE CRIME OUTCOMES | <p>2.4.1 Levels of crime outcomes, with a particular focus on Domestic Abuse, to identify areas of concern.</p> |

INDICATOR 2.1: THE LEVEL OF PUBLIC CONFIDENCE IN POLICING

Communities where people feel safe and have confidence in the PSNI can encourage essential co-operation with the police in the provision of vital information and reporting of crime. The Board and the PSNI recognise that maintaining and enhancing public confidence in policing can help in improving both the prevention and detection of crime.

Improving the trust within some communities, in particular those which have lower confidence in the police, is vital in tackling a range of criminal activity. It is therefore essential that everyone sees the positive impact of policing in their communities, with victims supported, less repeated criminality, crimes solved and offenders brought to justice.

Measure 2.1.1:
Number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused.

The demonstration of a strong commitment to individuals, to listen to their feedback and engage with them in relation to their confidence in policing, will require this measure to take into account accessibility, visibility, responsiveness and be victim focused.

The PSNI can be relied on to be there when you need them; treat you with respect if you had contact with them for any reason; treat everyone fairly regardless of who they are; deal with the things that matter to people; help keep area safe; and have a visible presence in our communities.

Measure 2.1.2:
Report on the levels (numbers and outcomes) of conduct cases within the police service.

A series of concerns and issues have been raised recently regarding police officers conduct and behaviours at both the UK and Northern Ireland level. Concerns have been expressed with these incidents, costs associated and the potential they have to negatively impact on public confidence in policing and the reputation of the PSNI. Due to this heightened public interest in police conduct and behaviour, the PSNI's performance in this area will now be scrutinized under this Measure.

Measure 2.1.3:
Report on the levels of 999 (emergency) and 101 (priority) call response.

The PSNI's performance in respect of 999 (emergency) and 101 (priority) call response is relevant and appropriate for measuring responsiveness, and consequently, the level of public confidence in the Service. This Measure will examine response times and compare these to other similar police services.

INDICATOR 2.2: **THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED**

The PSNI will demonstrate a strong commitment to individuals to listen to their feedback and engage with them in relation to the service they receive.

Improvement in this area will ensure the PSNI is providing a high quality service to all, in particular victims of crime, and reinforce it as an essential factor in maintaining and building confidence in policing.

Measure 2.2.1:

Number of victims and service users who are satisfied with the service they have received.

Ensuring that the PSNI is providing a high quality service to victims of crime is essential in maintaining and building confidence in policing. To date victim satisfaction surveying is carried out by text message which is sent to the victim. The most recent results indicate that the lowest levels of satisfaction with the service received are in relation to how well the victim is kept up to date with the progress of their case.

A redeveloped text survey was launched for victims of crime which will include free text responses. It is anticipated this will gather more qualitative data which will help to analyse the results.

The current survey does not reach some victim groups, and this is to protect the victims in these groups, for example, children and young people, domestic abuse victims and sexual offences victims.

However, crime against these groups is increasing and it is important to find a suitable method for assessing their satisfaction with the PSNI. Therefore, in parallel to the redeveloped text survey, options for surveying other groups who have interaction with the PSNI, will be explored in partnership with those groups and PCSPs.

INDICATOR 2.3: THE REPRESENTATIVENESS OF THE POLICE SERVICE

We know having a police service that is representative of the society it serves is a key indicator of people's confidence in policing.

A representative police service is more likely to understand the communities it serves and as a result engage more effectively with members of these communities.

Measure 2.3.1:

Improve representativeness of the service across ranks, grades and departments by gender, community background, ethnic origin, disability, sexual orientation and in respect of recruitment, socio-economic background.

In line with the indicator, this measure reinforces representativeness. Achieving a more representative police service, where local people can identify with the police officers and staff working for the PSNI, will help secure confidence in policing. Within this measure there will be a particular focus on gender and community and socio-economic background.

INDICATOR 2.4: **DELIVERY OF EFFECTIVE CRIME OUTCOMES**

Every crime which occurs and is reported to the police in Northern Ireland is recorded using an Outcomes Framework.⁸ This framework outlines how the police deal with all crimes, not just those with a criminal justice outcome⁹.

By ensuring all crime outcomes are recorded the framework provides a tracking mechanism to establish if effective crime outcomes have been met.

It is imperative that the police and the wider criminal justice system work within their respective powers to ensure the victim receives the outcome they deserve. Not all victims seek a criminal justice outcome and victims of crime have varied expectations. In order to ensure the PSNI is providing a victim focused service it is important to understand what victims want as a result of reporting the crime, for example an effective crime outcome for a victim may not necessarily be a custodial sentence, it could be a restorative justice approach such as a caution or penalty notice.

Measure 2.4.1:

Levels of crime outcomes, with a particular focus on Domestic Abuse, to identify areas of concern.

In relation to domestic abuse, the most recent charge/summons outcome rates¹⁰ for domestically motivated crimes is higher than to the overall outcome rate. However, the percentage of out-of-court disposals is significantly lower. In approximately 39% of domestic abuse offences the victim does not support action; this compares to only 18.6% of all crimes. A better understanding of the reasons why domestic abuse victims do not support action is needed in order to provide a victim focused response.

Confidence in policing is built in part through appropriate and timely criminal justice outcomes where crimes are committed. Work with other criminal justice agencies will continue in order to streamline the criminal justice journey for victims and witnesses in the process.

8 Outcomes of Crimes Recorded by the Police in Northern Ireland 2015/16 to 2020/21', Annual Bulletin published 19 November 2021, Appendix 2 page 16. Available online at: [Trends in Police Crime Outcomes in Northern Ireland 2015/16 to 2020/21 \(psni.police.uk\)](https://www.psnipolice.uk/Trends-in-Police-Crime-Outcomes-in-Northern-Ireland-2015-16-to-2020-21)

9 'Criminal justice outcomes are applicable to less than 30% of all recorded crime', as stated in the above report.

10 Taken from PSNI 'Outcomes of Crimes Recorded by the Police in Northern Ireland 2015/16 to 2020/21', Annual Bulletin published 19 November 2021, Available online at: [Trends in Police Crime Outcomes in Northern Ireland 2015/16 to 2020/21 \(psni.police.uk\)](https://www.psnipolice.uk/Trends-in-Police-Crime-Outcomes-in-Northern-Ireland-2015-16-to-2020-21)

OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

INDICATOR

3.1 POLICE, IN PARTNERSHIP WITH LOCAL COMMUNITIES, INCLUDING PCSPS, IDENTIFY AND DELIVER LOCAL SOLUTIONS TO LOCAL PROBLEMS.

MEASURE

3.1.1 Demonstrate progress against the "Here for You" Public Engagement Strategy and the associated Hallmarks of Neighbourhood Policing.

3.1.2 Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines.

3.1.3 Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.

INDICATOR 3.1: **POLICE IN PARTNERSHIP WITH LOCAL COMMUNITIES, INCLUDING PCSPS, IDENTIFY AND DELIVER LOCAL SOLUTIONS TO LOCAL PROBLEMS**

At the latter end of 2018 the Board and PSNI undertook one of the largest consultations on policing in recent years. Thousands of individuals, and a number of representative groups, engaged with the process and provided a wealth of information to shape the future of local policing in Northern Ireland.

Following this, and in order to effectively deliver this outcome, the Local Policing Review Document has been elevated to a strategic level to ensure policing in all communities is improved upon and is meeting local needs.

Community empowerment has a vital role to play in successfully achieving this outcome. This includes supporting and enabling the community to identify and implement solutions to local problems and influence strategic priorities and decisions. This process, where people work together to make change happen in their communities, offers more power and influence over policing matters that communities are invested in.

Measure 3.1.1: **Demonstrate progress against the “Here for You” Public Engagement Strategy and the associated Hallmarks of Neighbourhood Policing.**

PSNI has recently developed a “Here For You” Public Engagement Strategy and eight new hallmarks of neighbourhood policing. This new Measure will monitor, measure and quantify these new hallmarks as they are implemented over the next two years.

Measure 3.1.2:
Identify and report on the Neighbourhood Policing Team initiatives to address local problems and tackle local issues, including co-designed solutions, in line with Neighbourhood Policing Guidelines.

This measure aims to report on activity undertaken by the PSNI and, in particular, the Neighbourhood Policing Teams to find solutions to local policing issues. Monitoring of this measure will focus on quantitative data, in the main gathered from the PSNI District Report Cards. Actions and impacts are to be identified and supported through internal PSNI survey materials. Initial work will focus on a sample of established Neighbourhood Policing Teams and any learning applied more widely to contribute to the overall indicator of identifying and delivering local solutions to local problems.

Measure 3.1.3:
Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised.

The purpose of this Measure is to gain an insight into the impact of actions being taken and feedback from the local community. The focus of this Measure is on qualitative data collected from a range of sources, including six monthly PSNI survey data, stakeholder fora and from PCSPs. This information will provide feedback on policing issues at a local level. An independent evaluator will be engaged to quality assure the information.

ANNEX A

**BASELINES AND DRAFT IMPACTS FOR
OUTCOME ONE, TWO AND THREE**

OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR 1.1: FEWER REPEAT VICTIMS OF CRIME

2023/24 MEASURE

BASELINE(S) DESCRIPTION

1.1.1 Repeat victimisation rate and report on initiatives to support repeat victims with a focus on victims of Domestic Abuse, Child Sexual Abuse and Exploitation (CSAE) and Hate Crime in 2023/24

- No of Repeat Victims of all crime at 31/03/2022
- % of Repeat Victims of all crime at 31/03/2022
- No of Repeat Victims of Domestic Abuse (crimes and incidents) at 31/03/2022
- % of Repeat Victims of Domestic Abuse (crimes and incidents) at 31/03/2022
- No of Repeat Child Victims (crime) at 31/03/2022
- % of Repeat Child Victims (crime) at 31/03/2022
- No of Repeat Victims of Hate Crime (crime and incidents) at 31/03/2022
- % of Repeat Victims of Hate Crime (crime and incidents) at 31/03/2022

IMPACTS

- Has the number and rate of repeat victims of crime increased or decreased
- Has the number and rate of repeat domestic abuse victims increased or decreased
- Has the number and rate of repeat CSAE victims increased or decreased
- Has the level of Hate Crime victims increased or decreased

ANNEX A

BASELINES AND DRAFT IMPACTS FOR OUTCOME ONE, TWO AND THREE

INDICATOR 1.2: FEWER REPEAT OFFENDERS OF CRIME

| 2023/24 MEASURE | BASELINE(S) DESCRIPTION |
|--|--|
| 1.2.1 Repeat offending rate and report on initiatives to reduce repeat offenders with a focus on Domestic Abuse in 2023/24 | <ul style="list-style-type: none"> No of Repeat Offenders of all crime at 31/03/2022 % of Repeat Offenders of all crime at 31/03/2022 No of Repeat Offenders of Domestic Abuse (crimes and incidents) at 31/03/2022 % of Repeat Offenders of Domestic Abuse (crimes and incidents) at 31/03/2022 |
| 1.2.2 Through activity which has a minor, moderate and major impact, reduce the capacity and capability of Organised Crime Groups (OCGs) and paramilitary organisations to engage in criminal activity | <ul style="list-style-type: none"> This is a qualitative assessment. The number of frustrations, disruptions and dismantlement's vary depending on a number of factors therefore a numeric baseline is not appropriate |

IMPACTS

Are there fewer repeat offenders of crime?

- Has the trend of repeat perpetrators/offenders increased or decreased
- Has the level of repeat offending increased or decreased
- Has the severity of crime increased or decreased
- Has the number of OCGs disrupted increased or decreased in the following categories (i) minor (ii) moderate (iii) major
- Has the capacity and capability of OCGs increased or decreased
- Has the number of people charged and reported in connection with OCGs increased or decreased?

**ANNEX A BASELINES AND DRAFT IMPACTS FOR
OUTCOME ONE, TWO AND THREE**

INDICATOR 1.3: PEOPLE IN ALL COMMUNITIES FEEL SAFE

| 2023/24 MEASURE | BASELINE(S) DESCRIPTION |
|--|--|
| <p>1.3.1 Number of people in Northern Ireland who feel safe in their local area, in their local high street, town centre and in their own home at night, including in the online space.</p> | <ul style="list-style-type: none"> • % respondents who feel very unsafe walking alone in area afterdark (NI Safe Community Survey) • % respondents who feel very unsafe alone in home at night (NI Safe Community Survey) • % respondents who feel very unsafe in the community they live in (NI Policing Plan Survey 2022) • % respondents who feel very unsafe in their local town centre (NI Policing Plan Survey 2022) |
| <p>1.3.2 Rate of places repeatedly victimised</p> | <ul style="list-style-type: none"> • No of Wards that are significantly above the five year average crime rate per household; • % of Wards that are significantly above the five year average crime rate per household; • No of Wards that are significantly above the five year average ASB rate per household; • % of Wards that are significantly above the five year average ASB rate per household; • No of ASB occurring within wards with a higher than average ASB rate per household as of 31/03/2022; • % of ASB occurring within wards with a higher than average ASB rate per household as of 31/03/22 |

IMPACTS

Are people in all communities feeling safer?

- Has the trend in people who feel safer increased or decreased
- Has the number of places repeatedly victimised increased or decreased
- Has the trend in the number of places repeatedly victimised increased or decreased

ANNEX A BASELINES AND DRAFT IMPACTS FOR OUTCOME ONE, TWO AND THREE

INDICATOR 1.4: CRIME RATES AND TRENDS SHOWCASE AN EFFECTIVE POLICE RESPONSE

| 2023/24 MEASURE | BASELINE(S) DESCRIPTION | |
|---|--|---|
| 1.4.1 Benchmark PSNI crime rates against previous rates and against other similar Police Services | <p>2015/16 - 2019/20 Five Year Average Crime rate per 1,000 population:</p> <ul style="list-style-type: none"> Recorded Crime Violence against the person Sexual Offences Robbery Theft offences - Burglary Theft offences Domestic Abuse Antisocial Behaviour | <p>Crime rates for similar services as identified by the Home Office at time of Report Card.</p> <ul style="list-style-type: none"> Devon & Cornwall Greater Manchester Merseyside Northumbria Nottinghamshire West Midlands West Yorkshire |
| 1.4.2 Demonstrate progress against the Violence Against Women and Girls Strategy and Action Plan | <ul style="list-style-type: none"> No of VAWG offences % of overall crime No of Repeat Victims of VAWG Offences % of Repeat Victims of VAWG Offences No of Repeat Offenders of VAWG Offences % of Repeat Offenders of VAWG Offences | <p>Five Year Average for each Outcome Type for VAWG offences:</p> <ul style="list-style-type: none"> Charge/Summons Out of Court Evidential Difficulties (victim does not support) Evidential Difficulties (victim supports) <p>Other</p> <ul style="list-style-type: none"> Investigation complete – no suspect identified |

IMPACTS

Is the community safer compared to (i) previous PSNI rates and (ii) other areas?

- Have the trends in crime rates increased or decreased
- When compared to other most similar police services have the trends in crime rates increased or decreased
- Have the trends in VAWG offences increased or decreased
- When compared to other most similar police services have the trends in VAWG offences increased or decreased

**ANNEX A BASELINES AND DRAFT IMPACTS FOR
OUTCOME ONE, TWO AND THREE**

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

INDICATOR 2.1: THE LEVEL OF PUBLIC CONFIDENCE IN POLICING

| 2023/24 MEASURE | BASELINE(S) DESCRIPTION |
|--|--|
| <p>2.1.1 The number of people in Northern Ireland who are confident that PSNI is accessible, visible, responsive and victim focused</p> | <ul style="list-style-type: none"> • % of respondents who have overall confidence in policing (NISCS 2019/20) • % of respondents who believe Police provide an ordinary day-to-day service • % of respondents who believe Police do a very or fairly good job • % of respondents who believe local police do an excellent, good or fair job • % of respondents who have overall confidence in their local police • % of respondents who agree that the local police have a visible presence in this area • % of respondents who agree that the local police can be relied on to be there when you need them • % of respondents who agree that the local police are dealing with the things that matter to this community • % of respondents who are very confident or completely confident in the PSNI's ability to protect the people of NI (NIPPS 2022) • % of respondents who are confident or very confident in contacting the PSNI if they needed to (NIPPS 2022) • % of respondents who believe the police have a visible or very visible presence in their area (NIPPS 2022) |

IMPACTS

- Has overall confidence in policing increased or decreased
- Has overall confidence in local policing increased or decreased
- Has PSNI's accessibility increased or decreased
- Has PSNI's visibility increased or decreased
- Has PSNI's responsiveness increased or decreased

ANNEX A BASELINES AND DRAFT IMPACTS FOR OUTCOME ONE, TWO AND THREE

INDICATOR 2.1: THE LEVEL OF PUBLIC CONFIDENCE IN POLICING

2023/24 MEASURE

2.1.2 Report on the levels (numbers and outcomes) of conduct cases within the police service.

BASELINE(S) DESCRIPTION

- No of investigations
- No of outcomes (misconduct meetings and hearings)
- No of reported breaches of the Code of Ethics
- No of investigations under whistleblowing policy

IMPACTS

- Has the number of conduct cases increased or decreased
- Has the number of investigations increased or decreased
- Has the number of suspensions increased or decreased
- Has the number of repositionings increased or decreased

2023/24 MEASURE

2.1.3 Report on the levels of 999 (emergency) and 101 (priority) call response.

BASELINE(S) DESCRIPTION

- The median (typical) arrival times for emergency (999) calls
- The median (typical) arrival times for priority (101) calls

IMPACTS

- How do 999 and 101 response times compare to other similar police services?
- Has the 999 and 101 response times increased or decreased from last year

ANNEX A **BASELINES AND DRAFT IMPACTS FOR
OUTCOME ONE, TWO AND THREE**

INDICATOR 2.2: THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED

| 2023/24 MEASURE | BASELINE(S) DESCRIPTION |
|---|---|
| <p>2.2.1 Number of victims and service users who are satisfied with the service they have received</p> | <ul style="list-style-type: none"> • % of victims agreeing/strongly agreeing the police officers / staff treated me with fairness and respect • % of victims very satisfied/satisfied with how well I have been kept informed of the progress of their case • % of victims very satisfied/satisfied with the service you received from the Police Service of Northern Ireland • % of victims agreeing/strongly agreeing that if a family member or friend was a victim of crime, I would recommend they report it to police • Online Reporting - % of users rating the service as good/very good • % of victims very satisfied/satisfied with the response from the PSNI (NIPPS 2022) • % of service users very satisfied with the response from the PSNI (NIPPS 2022) |

IMPACTS

Is there improved satisfaction in policing

- Has victim satisfaction with the service received increased or decreased
- Has user satisfaction with the service received increased or decreased
- Has the user satisfaction, in respect of availability and effectiveness of online information, services and advice (which is not specifically related to crime and incident reporting) increased or decreased

ANNEX A BASELINES AND DRAFT IMPACTS FOR OUTCOME ONE, TWO AND THREE

INDICATOR 2.3: THE REPRESENTATIVENESS OF THE POLICE SERVICE

| 2023/24 MEASURE | BASELINE(S) DESCRIPTION |
|--|--|
| <p>2.3.1 Improve representativeness of the service across ranks, grades and departments by gender, community background, ethnic origin, disability, sexual orientation and in respect of recruitment, socio-economic background</p> | <ul style="list-style-type: none"> • % of females officers by Rank/Grade at 31/03/2022 • % of females staff by Rank/Grade at 31/03/2022 • % of female officers by Department at 31/03/2022 • % of female staff by Department at 31/03/2022 • % of Catholic officers by Rank at 31/03/2022 • % of Catholic staff by Grade at 31/03/2022 • % of Catholic officers by Department at 31/03/2022 • % of Catholic staff by Department at 31/03/2022 • % of applicants by socio-economic background in last campaign compared to population • % of ethnic minorities in service at 31/03/22 • % staff with a disability in service at 31/03/22 • % staff from the LGBTQ+ community in service at 31/03/22 |

IMPACTS

Is there improved representativeness of the police service

Has the PSNI positively or negatively impacted its representativeness of officers and staff across ranks, grades and departments (*by gender, community background, ethnic origin, disability, sexual orientation and socio-economic background*) within:

- recruitment
- progression; and
- retention.

ANNEX A **BASELINES AND DRAFT IMPACTS FOR
OUTCOME ONE, TWO AND THREE**

INDICATOR 2.4: DELIVERY OF EFFECTIVE CRIME OUTCOMES

| 2023/24 MEASURE | BASELINE(S) DESCRIPTION |
|--|---|
| <p>2.4.1 Levels of crime outcomes, with a particular focus on domestic abuse to identify areas of concern</p> | <p>2015/16 - 2019/20 Five Year Average for each Outcome Type:</p> <ul style="list-style-type: none"> • Charge/Summons • Out of Court • Evidential Difficulties (victim does not support) • Evidential Difficulties (victim supports) • Other • Investigation complete – no suspect identified <p>2015/16 - 2019/20 Five Year Average for each Outcome Type for Domestic Abuse (crimes):</p> <ul style="list-style-type: none"> • Charge/Summons • Out of Court • Evidential Difficulties (victim does not support) • Evidential Difficulties (victim supports) • Other • Investigation complete – no suspect identified |

IMPACTS

Is there improved delivery of effective crime outcomes

- Has the crime outcome rate (for Charge / Summons/Out of Court) for all crime types increased or decreased?
- Has the crime outcome rate (for Charge / Summons/Out of Court) for Domestic Abuse increased or decreased?
- Has the PSNI attrition rate across all crime types increased or decreased?
- Has the PSNI attrition rate across Domestic Abuse increased or decreased?
- How does the crime outcome rate compare to other most similar police services?

ANNEX A BASELINES AND DRAFT IMPACTS FOR OUTCOME ONE, TWO AND THREE

OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

INDICATOR 3.1: POLICE IN PARTNERSHIP WITH LOCAL COMMUNITIES, INCLUDING PCSPS, IDENTIFY AND DELIVER LOCAL SOLUTIONS TO LOCAL PROBLEMS

| 2023/24 MEASURE | BASELINE(S) DESCRIPTION/VALUES |
|--|--|
| 3.1.1 Demonstrate progress against the “Here for You” Public Engagement Strategy and the associated Hallmarks of Neighbourhood Policing | Baselines to be developed during 2023/24 |
| 3.1.2 Identify and report on Neighbourhood Team initiatives to address local problems and tackle local issues through co-designed solutions, in line with Neighbourhood Policing Guidelines | <p>Baseline Crime Rate: The average number of crimes per 1,000 households per year recorded;</p> <p>Baseline ASB Rate: The average number of ASB incidents per 1,000 households per year recorded;</p> |
| 3.1.3 Assess and evaluate the impact of partnership working with local communities, including but not exclusively, in areas of high deprivation and areas that have been repeatedly victimised | |

ANNEX A BASELINES AND DRAFT IMPACTS FOR OUTCOME ONE, TWO AND THREE

DRAFT IMPACTS OUTCOME THREE

Is the community more engaged

Has the level of engaged communities improved or deteriorated

Is there more support from communities

Has the level of supportive communities improved or deteriorated

Draft Impacts Measure 3.1.2*

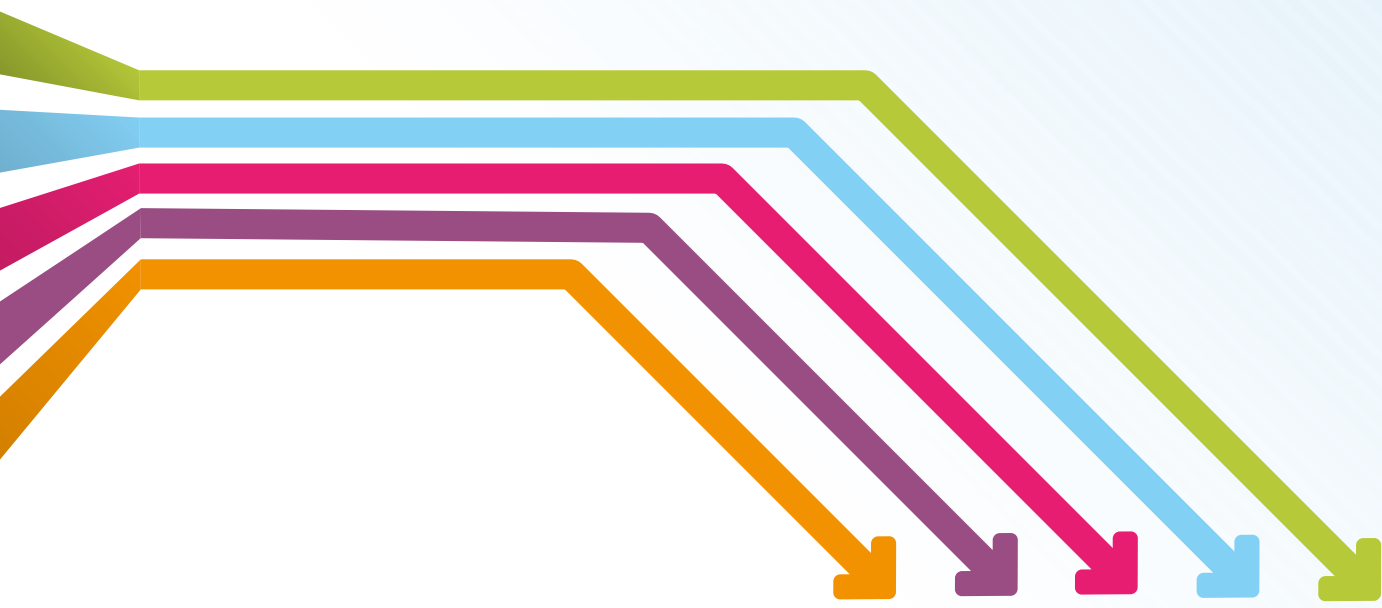
- Has the number of organisations involved in effective co-designed approaches increased or decreased.
- Has the level of local issues (i) prevented, (ii) improved or (iii) resolved increased or decreased.
- Has the involvement of communities in each stage of the problem-solving process increased or decreased (see Neighbourhood Policing Guidelines re problem solving - Solving problems | College of Policing)

*This will apply initially in 2022/23 to the 8 pilot areas

Draft Impacts Measure 3.1.3*

- Has the involvement of communities in seeking solutions increased or decreased
- Has the involvement of communities/community partners in seeking solutions in areas of high deprivation increased or decreased
- Has the involvement of communities/community partners in seeking solutions in areas that have been repeatedly victimised increased or decreased.
- Has the number of problems which involve community partners in arriving at a solution increased or decreased

*This will apply initially in 2022/23 to the 8 pilot areas



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