Northern Ireland Policing Board

THE NORTHERN IRELAND POLICING PLAN 2020-2025

& ANNUAL PERFORMANCE PLAN 2020/21

POLICING PLAN 2020-25

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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 next five 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 2020/21 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 2020/21 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.

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 2020/21

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 the next five years.

The Performance Plan[1], 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 **eleven 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 improvement[2] 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 Policing[3], 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 15-33.
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. A summary of the actions is available at Annex A, page 30.

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

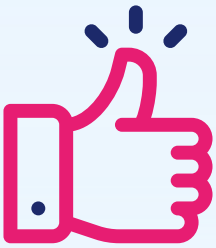
Having a rights based police service is a key element in both delivering and building public confidence in the service provided by the PSNI. The Board is legislatively required to monitor PSNI's compliance with the Human Rights Act 1998 and it carries out this role with the assistance of an Independent 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 16) 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 22) 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 PSNI to understand the value and benefits of working collaboratively to empower communities and individuals to help themselves. By adopting this approach 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 indicator (see page 27) which has been developed to tell us if we have made progress towards achieving **engaged and supportive communities** is centred on what the public told us from the Local Policing Review 2018 Consultation.

ANNEX 1

PAYING FOR THE PLAN

At the time of publication the budget for the 20/21 period had not been approved. This section will be updated in due course.

ANNEX 2

PSNI TRAINING ASSESSMENT 2020/21

INTRODUCTION

The Chief Constable is determined to support his staff to achieve the highest professional standards.

The policing environment and context continues to change. Crime patterns, communities and methods of communication have transformed and continue to evolve. 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 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 PSNI 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, behaviours, knowledge and leadership of those who work in policing.

Learning and development must be relevant to business priorities and aligned with organisational direction. The training and development strategy and associated annual delivery plans will ensure that resource investment and programme design align with organisational direction including the PSNI Corporate Plan, the Northern Ireland Policing Plan, PSNI People and Culture Strategy and PSNI Leadership Strategy.

The service understands that investment in the development of people is key to creating an empowered, engaged, effective and confident workforce that feels valued and supported. Learning and development will support staff by developing the technical skills, competencies and values based behaviours necessary to deliver high quality policing services within Northern Ireland.

STRATEGIC TRAINING OBJECTIVE

PSNI will meet these challenges by developing and inspiring resourceful and flexible police officers and police staff who:

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

KEY TRAINING PRINCIPLES:

- Training will be developmental, accountable and supportive to maximise the potential of every police officer and member of staff;
- Training will be operationally and functionally aligned, providing recipients with the necessary understanding, knowledge and skills to fulfil their potential;
- Training will develop confident decision makers who innovatively solve problems, prevent crime and build sustainable partnerships;
- Leadership skills will be specifically developed and refreshed within the training environment; and
- High standards and ethos of continuous improvement will be embedded within the learning culture.

In order to achieve our strategic training objective and key training principles Northern Ireland Police College will:

- Promote good practice based on evidence;
- Work collaboratively to ensure that learning and development is relevant to service requirements;
- Deliver learning and development to relevant standards of professional practice; and
- Plan efficiently and effectively to align training capacity with organisational demands and priorities.

The strategy informs a training assessment that supports the delivery of operational policing, embeds Policing with the Community behaviours and demonstrates a police service that cares, listens and acts. This is co-ordinated through the Police College Business Plan. This Plan is two-fold; it demonstrates the continuous improvement ethos of the College and details appropriate training courses and programmes for police officers and police staff to gain the required skills, knowledge, understanding and behaviours to be able to perform their roles effectively.

ANNEX 3

ACHIEVING CIVILIANISATION THROUGH WORKFORCE MODERNISATION

The Chief Constable Simon Byrne has set out his vision for the PSNI to be a Police Service that cares, listens and acts – whether in support of the community, our organisation or our individual colleagues. To help achieve this, PSNI will need to modernise how they work and build their values to underpin a supportive inclusive workplace culture.

The Chief Constable has commissioned a People and Culture Strategy for 2020-2025 that aims to support the organisation in delivering a responsive, visible, accessible and victim focused service.

To help achieve this civilianisation will be enhanced to ensure that the workforce is balanced appropriately. This Strategy will include plans to develop the right skills and leadership to enable PSNI to become a high performing, well equipped Service with the wellbeing of everyone at the core of organisational development.

Specifically, a resourcing model will be progressed that includes the development of new operational support roles, opportunities to assist in meeting surges in demand and introducing increased Part Time Working opportunities. An overarching aim will of course be to deliver value for money and improved productivity through the best workforce mix, or combination of, officers, staff and contracted services. PSNI want to build a vibrant and improved workforce where each member of staff feels that they have a stake in their future.

ANNEX 4

THE DEPARTMENT OF JUSTICE'S LONG TERM POLICING OBJECTIVES

The Department of Justice (DOJ) is legislatively required, in line with the Police (Northern Ireland) Act 2000, to determine the long term objectives for the policing of Northern Ireland. At present these are:

- The protection and vindication of human rights;
- Policing with the Community such as to provide 'an effective, accessible and accountable policing presence' which would increase public confidence in the police;
- Effective partnerships with the statutory, voluntary and private partners;
- The role of policing in building a more inclusive and cohesive society; and
- To be demonstrably independent, answerable to the community through the Northern Ireland Policing Board and the Policing and Community Safety Partnerships (PCSPs).

Northern Ireland Policing Board

ANNUAL PERFORMANCE PLAN 2020/21

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 in 2020/21 on victims of (i) Domestic Abuse, (ii) Child Sexual Abuse and Exploitation (CSAE) and (iii) Hate Crime.
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 in 2020/21. **1.2.2** Repeat offending of Organised Crime Groups (OCGs) and paramilitary organisations.
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. **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 PSNI levels and other most similar police services.

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 2020/21.

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 in year one of this performance plan.

Domestic Abuse[4] is an ongoing, long-term issue which accounts for a significant and increasing proportion of overall crime[5] 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 of former partner or family member'.

5 16% of all recorded crime in Northern Ireland in 2018/19. Taken from *Trends in Domestic Abuse Incidents and Crimes Recorded by the Police in Northern Ireland 2004/05 to 2018/19,* Annual Bulletin published 08 November 2019. Available online at: **www.psni.police.uk/globalassets/inside-the-psni/our-statistics/domestic-abuse-statistics/2018-19/domestic-abuse-incidents-and-crimes-in-northern-ireland-2004-05-to-2018-19.pdf**

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.

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[7]".*

While the PSNI will be reporting on all reoffending, for 2020/21 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 2020/21.

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:
Repeat offending of Organised Crime Groups (OCGs) and paramilitary organisations.

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 OCGs and paramilitary groups which are frustrated, disrupted or dismantled 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.

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 PSNI is performing. It will aid the identification of patterns in victimisation and offending which may inform how 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 PSNI levels and other most similar police services.

This measure will provide an overview of 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 policing Services will allow PSNI to identify potential current differences and future crime trends and address them.

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

INDICATOR	MEASURE
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.
2.2 THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED	**2.2.1** Number of victims 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 and community and socio-economic background.
2.4 DELIVERY OF EFFECTIVE CRIME OUTCOMES	**2.4.1** Levels of crime outcomes to identify and respond to areas of concern in outcomes statistics, with a particular focus on domestic abuse in 2020/21.

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.

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.

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 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 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.

In April 2020 a redeveloped text survey will be 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 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 and community and 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 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 outcome[9].

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 to identify and respond to areas of concern in outcome statistics, with a particular focus on Domestic Abuse in 2020/21.

In relation to domestic abuse, the most recent charge/summons outcome rates[10] for domestically motivated crimes is comparable to the overall outcome rate. However, the percentage of out-of-court disposals is significantly lower. In approximately 40% 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 2018/19'*, Annual Bulletin November 2019, Appendix 2 page 14. Available online at: **www.psni.police.uk/globalassets/inside-the-psni/our-statistics/police-recorded-crime-statistics/documents/police-crime-outcomes-in-northern-ireland-2015-16-to-2018-19.pdf**

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 2018/19',* Annual Bulletin November 2019, Available online at: **www.psni.police.uk/globalassets/inside-the-psni/our-statistics/police-recorded-crime-statistics/documents/police-crime-outcomes-in-northern-ireland-2015-16-to-2018-19.pdf**

OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

INDICATOR	MEASURE
3.1 POLICE, IN PARTNERSHIP WITH LOCAL COMMUNITIES, INCLUDING PCSPS, IDENTIFY AND DELIVER LOCAL SOLUTIONS TO LOCAL PROBLEMS.	**3.1.1** In collaboration with the community deliver the commitments outlined in the Local Policing Review.

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:
In collaboration with the community deliver on the commitments outlined in the Local Policing Review.

The police recognise and value the voice of the community. By listening to the community a comprehensive programme of work has been identified and published in the Local Policing Review response which will change local policing. This will be delivered through the six identified headline actions below:

- Visibility;
- Neighbourhood Policing;
- Vulnerability and Mental Health;
- Call Handling;
- Collaboration and Multi-Agency Working; and
- Competing Policing Demand.

OUTCOME 1: WE HAVE A SAFE COMMUNITY

INDICATOR	MEASURES 2020-2021
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 2020/21.
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 in 2020/21. **1.2.2** Repeat offending of Organised Crime Groups (OCGs) and paramilitary organisations.
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. **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 PSNI levels and other most similar police services.

OUTCOME 2: WE HAVE CONFIDENCE IN POLICING

INDICATOR	MEASURES 2020-2021
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.
2.2 THE LEVEL OF SATISFACTION WITH THE SERVICE RECEIVED	**2.2.1** Number of victims 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 and community and socio-economic background.
2.4 DELIVERY OF EFFECTIVE CRIME OUTCOMES	**2.4.1** Levels of crime outcomes to identify and respond to areas of concern in outcomes statistics, with a particular focus on domestic abuse in 2020/21.

OUTCOME 3: WE HAVE ENGAGED AND SUPPORTIVE COMMUNITIES

INDICATOR	MEASURES 2020-2021
3.1 POLICE, IN PARTNERSHIP WITH LOCAL COMMUNITIES, INCLUDING PCSPS, IDENTIFY AND DELIVER LOCAL SOLUTIONS TO LOCAL PROBLEMS.	**3.1.1** In collaboration with the community deliver the commitments outlined in the Local Policing Review.

ANNEX A

LOCAL POLICING REVIEW 2018 RESPONSE DOCUMENT - ACTIONS

HEADLINE ACTION 1: VISIBILITY

1.1 Explore ways of increasing visibility in communities through the work of the Local Policing Teams (LPT) and the Neighbourhood Policing Teams (NPT). This includes the use of vehicles, motorcycles, pedal cycles and beat patrols;

1.2 Extend the use of Single Officer Patrol (SOP) where possible;

1.3 Review the use of liveried and non-liveried vehicles by District resources balanced against the prevailing threat with the aim of increasing the proportion of fleet that is liveried;

1.4 Consider the use of existing GPS technology to understand how the system can help highlight areas which could receive visible patrols to increase confidence;

1.5 Engage the PSNI Digital Hub to develop a social media strategy which will help enable an understanding of the visible and less visible policing that occurs across communities;

1.6 Review our reporting mechanisms to the Board and PCSPs to maximise how they highlight the non-public crimes and how these demands are increasing;

1.7 Continue the development of a single Command, Coordination and Tasking Centre which will control a wider pool of uniformed resources and have the ability to move these resources to address community concerns;

1.8 Research and identify good practice in order to review our policing style;

1.9 Explore the potential involvement of volunteers within policing; and

1.10 Consider ways of maintaining and increasing a policing type presence in communities by utilising other suitable visible guardians.

ANNEX A LOCAL POLICING REVIEW 2018 RESPONSE DOCUMENT - ACTIONS

HEADLINE ACTION 2: NEIGHBOURHOOD POLICING

2.1 Commit to the 11 District model, with Districts remaining coterminous with Council boundaries and each commanded by at least a Superintendent;

2.2 Ensure that District Commanders hold the responsibility for the Policing with the Community style and tone for delivering in their respective Districts;

2.3 Adopt and implement the National Policing Guidelines on Neighbourhood Policing to ensure all police officers follow and work to the principles of engaging communities, solving problems and targeted activity;

2.4 Increase the numbers of officers in Neighbourhood Policing, including the introduction of schools officers in every district;

2.5 Create additional NPTs to deliver effective local policing;

2.6 Expand existing NPTs with sections working on a shift pattern to provide additional breadth of cover;

2.7 Work in partnership with local communities to deliver local collaborative problem solving and interventions;

2.8 Administer a formal selection process to appoint the most suitable officers to NPTs;

2.9 Ensure successful completion of the Open University, Collaborative Problem Solving for Community Safety Module as a mandatory requirement in advance of any officer being formally confirmed as a NPT Officer;

2.10 Develop an annual Continued Professional Development (CPD) programme with a mandatory requirement for participation embedded in every NPT officers Individual Performance Review (IPR); and

2.11 Explore the potential for Police Community Safety Officers (PCSO) and Special Constables.

ANNEX A LOCAL POLICING REVIEW 2018 RESPONSE DOCUMENT - ACTIONS

HEADLINE ACTION 3: VULNERABILITY AND MENTAL HEALTH

3.1 Conduct an analysis to quantify the demand on policing linked to vulnerable people and in particular those suffering from mental health issues;

3.2 Participate as active partners on the Health in Criminal Justice Steering Group and contribute to all relevant work streams;

3.3 Work in partnership to enhance, develop and implement Support Hubs across policing Districts to promote a multi-agency approach to dealing with those most vulnerable in our society;

3.4 Continue to build awareness with officers and staff on the range of mental health issues and conditions they may face in the operational policing environment;

3.5 Continue to roll out a transformed custody healthcare model which places equality of care at the centre of delivery; and

3.6 Enhance and develop inter-departmental and inter-agency partnerships to ensure the appropriate agency works with the most vulnerable to support and resolve any underlying issues.

HEADLINE ACTION 4: 101 CALL HANDLING

4.1 Conduct end to end review of contact management and channels to access PSNI;

4.2 Introduce a new performance monitoring system for contact management and 101;

4.3 Improve the online reporting system;

4.4 Develop a social media reporting process;

4.5 Explore new technology to improve the prioritisation of calls;

4.6 Explore the involvement of mental health practitioners as the first point of contact for vulnerable callers; and

4.7 Consider the establishment of a contact management user group.

ANNEX A LOCAL POLICING REVIEW 2018 RESPONSE DOCUMENT - ACTIONS

HEADLINE ACTION 5: COLLABORATION AND MULTI-AGENCY WORKING

5.1 Map and evaluate the effectiveness of multi-agency partnership working within policing;

5.2 Increase public awareness of PSNI, Board and PCSP involvement in multi-agency partnerships;

5.3 Work towards the delivery of community empowerment approaches;

5.4 Develop effective community planning alongside the development of Support Hubs; and

5.5 Increase engagement with young people and at risk, disadvantaged and diverse communities.

HEADLINE ACTION 6: COMPETING POLICING DEMAND

6.1 Ensure the Policing with the Community behaviours of courtesy, fairness, respect, collaborative decision making and accountability remain central to the style and tone for delivery of Policing;

6.2 Increase public awareness of how the PSNI THRIVE model is used to manage demand;

6.3 Develop and implement a new Communications and Engagement Strategy to raise awareness of the diverse demand on policing;

6.4 Work in partnership with PCSPs and local communities to improve the development of the local policing plans which recognise the changing crime trends and variations in policing and the need for police to work with local communities;

6.5 Work with communities to increase public awareness of the changing demands on police resources; and

6.6 Develop and implement an organisational Engagement Strategy.

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