

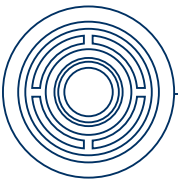
Policing with the Community

An inspection of Policing with the
Community in Northern Ireland

March 2009

Criminal Justice Inspection
Northern Ireland
a better justice system for all





PSNI Action Plan

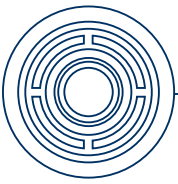
PSNI Specific Strategic Recommendations	Police Response and Action Plan
<p>Inspectors recommend that PSNI implement a revised PwC strategy in line with it being placed at the core of the policing function and embedded in every policy and process. The strategy should be founded on a clear corporate vision of PwC and should raise and support its status within the organisation.</p>	<p>The PWC Strategy will be refreshed during 2009 and will have a corresponding Implementation Plan.</p>
<p>Inspectors recommend that as a matter of urgency PSNI develop and implement a service-wide call management strategy that reflects advances in technology to enable effective call handling in support of the delivery of PwC.</p>	<p>Project Unity was put on hold until funding could be secured in August 2008. The current position is to deliver a series of transitional improvements by mid 2009 and a strategic continuation of Call Management will follow on from this to be delivered 2012/2013. The scope and shape of this strategic direction will be determined in 2009.</p>
<p>Inspectors recommend that PSNI implement policies regarding:</p> <ul style="list-style-type: none"> • recruitment of PCSOs; • measurement and management of performance in PwC; • corporate structures to support and sustain PwC; and, • allocation of resources to support and sustain NhP <p>that place PwC as the core policing function.</p>	<p>The recommendation of PCSOs under the Neighbourhood Policing Framework (NFP) is being kept under review. Funding is currently unavailable for PCSOs.</p> <p>Police Officer's Annual Performance Review will reflect PWC Principles from April 2009. This will be considered for all support staff during the PWC Strategy refresh.</p> <p>Corporate Structures are currently under review by the CORE Project.</p>

Suggestions for Improvement	Police Response and Action Plan
<p>Giving operational responsibility for NhP to the two regional ACCs or in future to one ACC with service-wide responsibility for operational matters would provide better local accountability for delivery of PwC (paragraph 2.8).</p>	<p>Regional ACCs will be given responsibility for Neighbourhood Policing, the tactical arm of PWC once the NPF has been implemented, but not for the PWC Strategy. The Strategy covers the whole organisation, Police and Support Staff and to be placed with Regional ACCs would give it an operational element only.</p>
<p>It would be helpful if members of the NhP Programme Board would attend each board meeting in person. Minutes of meetings should be actively communicated and published to the service through its intranet system (<i>Policenet</i>) (paragraph 3.4).</p>	<p>Minutes of the Corporate and Governance Board meetings are currently published on the internal Policing with the Community web page.</p>



<p>Setting minimum operating levels for NhP teams would help to deliver a better community-oriented local policing service and would raise the status of NhP internally (paragraph 3.5).</p>	<p>District Commanders have the autonomy for the operating levels within their Neighbourhood Teams, which is reflective of the needs of individual neighbourhoods, and the District as a whole.</p>
<p>The work of neighbourhood officers needs to be marketed internally especially by District Commanders who set the policing tone for their area (paragraph 3.9).</p>	<p>As part of the Neighbourhood Policing Framework, (Recommendation 25), each District has a Communication and Marketing Strategy which deals with internal and external communication. This recommendation has been implemented throughout all Districts.</p>
<p>The service needs to move to empower and entrust officers within its overall supervisory framework so that they can respond more effectively to community needs (paragraph 3.12).</p>	<p>Through PACT principles, neighbourhood issues are identified, prioritised and actioned by neighbourhood officers, community and partners.</p>
<p>If the service is to continue with allocating POPT to NhP teams as the alternative to using PCSOs, then it should consider ways to better utilise their existing skills and local knowledge and empower them to deliver a better service to the community (paragraph 4.12).</p>	<p>Neighbourhood Sergeants will maintain their own database of POPTs skills and local knowledge, enabling better productive use of their expertise.</p>
<p>Skills identified by the TNA as being necessary for NhP officers such as developing and managing community relationships, should be interwoven not just into initial officer training but also into detective training, POPT training and other operational training programmes to fully embed PwC principles across the whole service (paragraph 4.14).</p>	<p>The Police College is committed to the continued integration of PwC principles into training programmes. Consultation recently took place with a small number of community groups on the NhP TNA. The TNA, community consultation, together with the current CLDP (Core Leadership Development Programme) Neighbourhood Police training modules, will form the basis of a new NhP Officers course. Once shaped, this should build upon the integration of PwC that already exists within training. When finalised, further consultation with the various training programmes, can take place to establish how best to extend the PwC principles within all training.</p>
<p>Inspectors believe that a more overt approach to PwC principles throughout the training programme would assist officers and help to embed the principles in the wider police service (paragraph 4.19).</p>	<p>The Police College has recently sourced and conducted a pilot training course for Call Handling in conjunction with Lancashire Police – Dec 2008.</p> <p>Work is currently ongoing regarding the construction and delivery methods of a new NhP course. The College would see these two programmes as important to the progression of PwC within training. This could place PwC more into context for many front-line officers and staff. Other recent initiatives include, taking forward innovative and customer led PwC training such as the joint DPP/DCU Command events conducted at the 'Hydra Minerva' suite at Steeple.</p>





<p>To help to embed the ethos in newly attested officers, PSNI should consider attaching probationer officers to NhP units for the whole of their 10-week tutorship period (identified as weeks 11–20 in the probationer management policy) (paragraph 4.20).</p>	<p>The current Policy Directive is currently under review. The area of probationer officers into NhP teams is being examined as to how best progress this within Districts.</p>
<p>The use of the signal crimes perspective and other social indicators may help the PSNI to better gain community insight and to improve local partnership working (paragraph 5.17).</p>	<p>This area is incorporated into PACT and EVAs, (Environmental Visual Audits) are one of the many engagement tools available to neighbourhood officers, their partners and community.</p>
<p>This places even more onus on District Commanders to establish effective and inclusive consultation arrangements with local communities (paragraph 6.6).</p>	<p>The establishment of PACT principles in each neighbourhood, with a dedicated neighbourhood officer, will provide a named point of contact. The completion of neighbourhood profiles will ensure that the appropriate level and form of engagement with the whole community is achieved. In addition each District has a Marketing and Communications Strategy and a Community Engagement Strategy in regards to neighbourhood policing.</p>
<p>In order to better manage public expectations, there needs to be more effective consultation, dialogue and engagement with communities by district management teams with an emphasis on customer focus (paragraph 6.7).</p>	<p>This is being managed through the PACT Principles at neighbourhood level, where engagement is community led, representative of the community, partnership involvement and action not talk. In addition each District has a Communication and Marketing Strategy and an Engagement Strategy, which are both completed recommendations within the Neighbourhood Policing Framework.</p>

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