

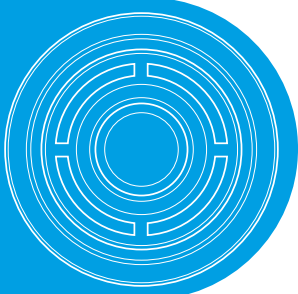


# WORKING TOGETHER FOR SAFER COMMUNITIES

A REVIEW OF POLICING AND  
COMMUNITY SAFETY PARTNERSHIPS  
IN NORTHERN IRELAND

August 2019





# WORKING TOGETHER FOR SAFER COMMUNITIES

## A REVIEW OF POLICING AND COMMUNITY SAFETY PARTNERSHIPS IN NORTHERN IRELAND

Laid before the Northern Ireland Assembly under Section 49(2) of the Justice (Northern Ireland) Act 2002 (as amended by paragraph 7(2) of Schedule 13 to The Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010) by the Department of Justice.

August 2019





## Contents

List of abbreviations	4
Chief Inspector's Foreword	5
Executive Summary	7
Recommendations	9



## List of abbreviations

<b>ASB</b>	Anti-Social Behaviour
<b>CJI</b>	Criminal Justice Inspection Northern Ireland
<b>CJS</b>	Criminal Justice System
<b>CSP</b>	Community Safety Partnership
<b>DPP</b>	District Policing Partnerships
<b>DPCSP</b>	District Policing and Community Safety Partnerships
<b>DO</b>	Designated Organisations
<b>DoJ</b>	Department of Justice
<b>DV</b>	Domestic Violence
<b>EA</b>	Education Authority
<b>HSCT(s)</b>	Health and Social Care Trust(s)
<b>JC</b>	Joint Committee
<b>NIFRS</b>	Northern Ireland Fire and Rescue Service
<b>NIHE</b>	Northern Ireland Housing Executive
<b>NIPB</b>	Northern Ireland Policing Board
<b>OBA</b>	Outcome Based Accountability
<b>PBNI</b>	Probation Board for Northern Ireland
<b>PC</b>	Policing Committee
<b>PCSP(s)</b>	Policing and Community Safety Partnership(s)
<b>PfG</b>	Programme for Government
<b>PSNI</b>	Police Service of Northern Ireland
<b>UK</b>	United Kingdom
<b>VCSE</b>	Voluntary Community and Social Enterprise Sector (also known as the Third Sector)
<b>YJA</b>	Youth Justice Agency



# Chief Inspector's Foreword

Sometimes it can be useful to look back to see the distance travelled and so it is with the Police Community Safety Partnerships (PCSPs). The merging of the separate, District Policing Partnerships (DPPs) and Community Safety Partnerships (CSPs) and the reduction to 11 District Councils was challenging and when we last inspected in 2015, we identified significant scope for improvement.

Meeting the challenge of delivering meaningful accountability, respecting the principle of operational independence, giving the citizen and elected politicians greater opportunities to influence policing priorities and service delivery, engaging with designated bodies to increase partnership working, and improve community safety was never going to be easy. The potential of these structures are the envy of other jurisdictions and form a fundamental part of the new beginning to policing envisioned in the Patten Report.

This inspection report acknowledges the varying degree of progress that has been made by some of the PCSPs and the potential that still exists within these structures. Explaining the role of the PCSPs and developing meaningful community engagement remains a priority.

What is clear is what constitutes a winning formula:

- effective PCSP managers and support teams fully engaged in the progressive approach of District Councils to community planning and outcome based accountability;
- District Commanders and their management teams, who are fully prepared to move beyond statistical reporting to provide a local narrative on the challenges and effectiveness of service delivery; and
- designated partners who can make a meaningful contribution in support of the police to improving community safety.

We have made a small number of strategic and operational recommendations which I believe will support the direction of travel that is being actively pursued by Councils, and which are designed to improve outcomes for communities and increase the effectiveness and efficiency of the structures.



This inspection was conducted by Dr Stephen Dolan and Stevie Wilson from CJI. I would like to thank all those who supported their work.

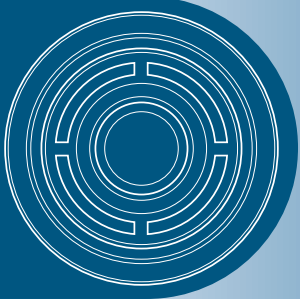
---

**Brendan McGuigan CBE**  
**Chief Inspector of Criminal Justice**  
**in Northern Ireland**

August 2019

Criminal Justice Inspection  
Northern Ireland  
*a better justice system for all*





# Executive Summary

## Planning and Delivery

Since the Criminal Justice Inspection Northern Ireland (CJI) 2014 *Police and Community Safety Partnerships* report<sup>1</sup> there has been a greater sense of cohesion within and across the Policing and Community Safety Partnerships (PCSPs). The reduction in the number of PCSPs, setting strategic priorities, sharing good practice and the development of action planning had contributed to this greater consistency. The work of the PCSP managers and their support teams were essential elements and it is not an over statement to say that without them, the PCSPs would not function.

Recurring themes were the increasing efforts to further develop an Outcome Based Accountability (OBA) approach; improve engagement with hard to reach communities; integrate the potential resources of PCSPs members to a common cause; and raising the profile and recognition of PCSPs.

The 11 PCSPs and four District Policing and Community Safety Partnerships (DPCSPs) have created detailed action plans, funded major programmes of work with voluntary and community bodies, held numerous public and private meetings and identified local policing priorities to complement the 2017-18 Northern Ireland Policing Plan.

The compliance and management of the PCSPs was comprehensive and audit assurances were satisfactory. All of this was delivered within their overall budget of £4.28m with administrative costs held to 20% or less of their overall spend.

In 2017-18 PCSPs collectively held:

- over 200 public and private meetings;
- 12,000 people attended events and 43 projects were funded to promote confidence in policing;
- 6,000 plus people attended events focusing on drugs and alcohol abuse;
- 32,000 people were engaged in various ways about Anti-Social Behaviour (ASB);
- 19,000 individuals, mostly young people, engaged with Street Patrols on a range of safety issues;
- 5,230 young people attended road safety events; and
- over 700 victims of Domestic Abuse were offered assistance.

<sup>1</sup> CJI, *Policing and Community Safety Partnerships*, December 2014 available online at: <http://www.cjini.org/getattachment/aacda6ac-11fa-4d0a-944a-4ba2cd4eed28/report.aspx>



## Management, Recognition and Achievement

Recognition of the role and achievements of the PCSPs matters as recognition will increase confidence in their ability to deliver, and in turn, this will encourage engagement with the communities they serve. Despite the extensive activity of the PCSPs, there were deficiencies in adequate engagement with communities. There is also the question raised as to how the PCSPs are held to account by the communities they represent. A higher profile would aid this. The visibility and identity of the PCSPs could be improved and this report makes a recommendation to this end.

## Policing Committees

Every PCSP held Policing Committees<sup>2</sup> on a regular basis although the approach to these was flexible. The view of Inspectors was that integrating Policing Committees with the PCSP meeting reduced duplication, made better use of members' time and helped engage the Designated Organisations<sup>3</sup>.

A template had been developed for police reporting to the PCSP. This provided consistency in reporting but tended to focus on reporting of crime statistics. The most effective reports were those that delivered an overall assessment of progress against the local Policing Plan and emphasised delivery of outcomes rather than single incident reports. Setting positive outcomes, rather than targets to reduce particular issues which tend to be handed over to the police, would be an improvement.

Training and development on adopting an OBA approach was evident. OBA practices were gaining ground with action plans increasingly reflecting an outcomes based approach. The challenge is to expand the metrics used to gauge achievement of outcomes as the reporting at meetings of the PCSP and the Policing Committee tended towards volumes of activities and post-event surveys.

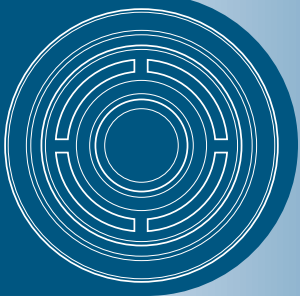
The report makes recommendations around communication and promotion, as well as Policing Committees with some areas for improvement highlighted throughout the report.

---

2 Each PCSP operates a Policing Committee, comprising of Political and Independent Members, with Designated Members strongly encouraged, but not obliged to attend. Duties include identifying priorities for consideration in the development of the local Policing Plan and gaining the co-operation of the public in terms of crime prevention.

3 There are seven Designated Organisations with the same status as political and independent members. They are: the Probation Board for Northern Ireland (PBNi); Youth Justice Agency (YJA); Education Authority (EA); Northern Ireland Fire and Rescue Service (NIFRS); Police Service of Northern Ireland (PSNI); Health and Social Care Trusts (HSCTs); and the Northern Ireland Housing Executive (NIHE).





# Recommendations


## Strategic recommendations

- 1** The Belfast PCSP should be subsumed into the Belfast District PCSPs (paragraph 1.5).
- 2** Inspectors recommend a review (within 2019-20 planning cycle) of the current strategic approach to communications by an independent agent with subject expertise. Such a review should include a feasibility study in regard to a technical solution that offers a more unified singular entity and identity for the corporate PCSP brand (paragraph 2.24).
- 3** The PSNI should present a narrative update on achievement against the local Policing Plan that gives a cumulative measure of achievement to the PCSPs members with specific reference to delivery of Policing Plan outcomes (paragraph 2.48).
- 4** In response the PCSPs should have an agenda item to highlight the linkage between the delivery of the local Policing Plan, the PCSP Action Plan and the work of the PCSPs. They should then identify what needs to be done to improve delivery (paragraph 2.48).
- 5** The Designated Organisations of the PCSPs should increase recognition of the role of PCSPs and delivery of shared positive outcomes in their corporate planning (paragraph 2.57).

## Operational recommendations

- 1** The PSNI should report on specific initiatives in the delivery of policing aimed at improving performance in dealing with Sexual and Domestic Violence and other local policing priorities such as human trafficking, rural crime and cyber-crime (paragraph 2.48).
- 2** The representatives of the Designated Organisations attending the PCSPs should have direction from their organisation and internal lines of reporting within their organisation to report on achievement through the PCSP (paragraph 2.57).

**Areas for Improvement are highlighted in bold text throughout the report.**



Copyright© Criminal Justice Inspection Northern Ireland  
All rights reserved

First published in Northern Ireland in August 2019 by  
**CRIMINAL JUSTICE INSPECTION NORTHERN IRELAND**  
Block 1, Knockview Buildings  
Belfast BT4 3SJ  
[www.cjini.org](http://www.cjini.org)

