



Policing with the Community 2020 Strategy

Personal, Professional, Protective Policing



Chief Constable's Foreword

My commitment to delivering personal, professional and protective policing to the people of Northern Ireland is embodied in our Policing with the Community Strategy.

We have achieved much in the last ten years and this progress in working with and for communities cannot be underestimated. Many of our communities are engaging with the police for the first time, with individuals putting themselves forward to openly support policing and encouraging others to do so. Emerging communities in Northern Ireland are also bringing an added richness and strength to our society and it is our desire to be a part of this positive dynamic.

My approach for dealing with crime and disorder over the next ten years is clear. We cannot be complacent about the current or any emerging threat to security however our focus will continue to be on winning the trust and confidence of the people that we serve. We recognise that certain communities and localities are more vulnerable to the risk of harm than others and it is vital we work collectively with other statutory and voluntary agencies and local people. This will be supported by the establishment of Policing and Community Safety Partnerships which will provide an opportunity to shape community planning and respond to locally identified needs.

The Policing with the Community Strategy will enable the Police Service of Northern Ireland to deliver personal, professional and protective policing to everyone in Northern Ireland. Every opportunity will be taken to talk with and listen to people with the aim of resolving the issues that concern them and building public confidence through the service we deliver.

A handwritten signature in black ink that reads "Matt Baggott". The signature is written in a cursive, slightly informal style.

Matt Baggott
Chief Constable

Northern Ireland Policing Board Foreword

The community is an essential resource and conduit for the delivery of good policing. The Policing Board has a statutory duty to ensure the delivery of good policing. While updating the Policing With the Community Strategy the Board has worked with Police Service to ensure that engagement and partnership with communities are at the core of everything the police do. Key to this is the need to embed in the police organisation a culture that enables and encourages communities to become involved in helping their areas to become safer.

The Board acknowledge that there are many excellent examples where local level engagement between the police and the community is producing positive results. But it also considers that there has been a somewhat fragmented approach to this policy and practice which the Police Service needs to embrace as its core function. The Policing With the Community 2020 Strategy provides a new opportunity to deliver a consistent standard and style of policing building upon the foundations of the last ten years.

The Police Service has shown over the last decade that it is willing to deliver radical reforms to policing. The Board and Police Service have agreed it is necessary for similar leadership and boldness again. So the key test is not simply identifying what needs to change, but making it happen. The success of Policing With the Community will be based on building confidence in policing within the community through effective engagement and partnership working and of course the quality of service expected by communities. This is what the Board will hold PSNI to account for delivering.

The Board looks forward to working with Policing and Community Safety Partnerships, Police and communities to achieve the full extent of the changes envisaged by the Independent Commission on Policing.

Northern Ireland Policing Board
March 2011

Introduction

Policing with the Community has been our policing model for the last decade. Ten years on we know that engagement, partnership and service delivery are critical to how we improve public safety and deal with crime and disorder through personal policing.

The aim of our Policing with the Community 2020 Strategy is to support the delivery of community confidence, satisfaction and safety through personal, professional and protective policing.

The Policing with the Community 2020 strategy is bespoke to the Police Service of Northern Ireland. Policing with the Community is not just the responsibility of Neighbourhood Teams, rather it underpins everything that we do as a Police Service and is therefore the responsibility of all officers and staff. We know that communities across Northern Ireland believe that Policing with the Community is right for them and right for The Police Service of Northern Ireland. We understand that the style in which we deliver our service matters profoundly to our success.

The Policing with the Community 2020 Strategy builds upon the achievements and learning of the last decade and sets out our plan for the next ten years. The challenge to every officer and staff member is to reach the highest standards of service, accessibility and visibility expected by communities within Northern Ireland and which we as a police service demand of ourselves.

Reflecting progress against the strategy is an important part of delivering change. By critically assessing levels of confidence and satisfaction we will be better placed to review how we are delivering our service. The Policing Commitments provide a consistent level of service for every individual, every family and every community, irrespective of where they live or who they are. The Commitments provide valuable indicators of progress and will be supported by user satisfaction surveys, confidence measures and complaint trends.

Customer service is at the heart of the strategy. Projects such as improving contact, victim care, criminal justice streamlining and providing IT solutions are all intended to improve the public's experience of policing and increase dedicated patrol time for front line officers.

In the spirit of continuous improvement, Policing with the Community 2020 will be a live and evolving strategy refreshed on a regular basis to incorporate new and innovative practice and ideas. Our implementation plan and delivery framework will also evolve over time.

To make the strategy meaningful to all officers and staff, Policing with the Community Delivery Guides have been produced. They provide direction, challenges and an opportunity to identify and share best practice. This allows us to consider how we engage with communities, share information, problem solve and deliver our service.

Delivery Guides bespoke to District Policing, Crime Operations and Operational Support Departments already exist. These three areas of policing responsibility cover a vast range of activities and account for the majority of officers and staff that the public have contact with. Further Delivery Guides for Human Resources, Criminal Justice, Legal Services, Corporate Communications, Professional Standards, and Finance and Support Services Departments will also be completed.

The Policing with the Community Strategy will set the tone for The Police Service of Northern Ireland is accountability. Chief Officers will ensure that implementation of the strategy is reflected in a clear accountability framework.

An Individual Performance Appraisal system for each officer and staff member is being developed to support the delivery of the Policing with the Community Strategy. This is a first for policing and truly embeds the ethos of personal, professional and protective policing into everything each police officer and staff member does.

Delivering Policing with the Community through Personal, Professional, Protective Policing

Strategy	Style	Themes	Activities	Accountability	
Policing with the Community			Effective Community Engagement	Our Policing Commitments	
	Personal	Engagement	Treat People Fairly and with Respect		
			Effective Joint Problem Solving		User Satisfaction Surveys
		Professional	Service Delivery	Tackling Crime and Protecting the Public	Confidence Measures
				Targeted Patrolling/ Activities	Complaint Trends
		Protective	Partnership	Provide Information to the Community	
				Deliver a High Quality Service	Levels of Crime and Disorder
					Individual Performance Review

Delivering Personal, Professional and Protective Policing through Policing with the Community 2011/2012

Objective	Action	Responsible Officers	Review Date
<p>To embed Policing with the Community into everything we do</p>	<p>Delivery Guides will be produced for: Human Resources Criminal Justice Legal Services Corporate Communications Professional Standards Finance and Support Departments</p>	<p>Deputy Chief Constable Assistant Chief Constable Criminal Justice Director of Human Resources Director of Finance & Support Services Head of Corporate Communications</p>	<p>June 2011</p>
	<p>To ensure consistency, each Department and District will develop PWC Plans that reflect the evidence based activities of PWC Delivery Guides</p>	<p>District Commanders Heads of Department</p>	<p>June 2011</p>
	<p>PWC Strategy to reflect continuous progress and be reviewed annually</p>	<p>Deputy Chief Constable</p>	<p>March 2012</p>
	<p>PWC progress will be managed through the Service Excellence Board</p>	<p>Assistant Chief Constable Criminal Justice/Urban</p>	<p>Bi monthly to Community Engagement Committee, NIPB Board</p>

Objective	Action	Responsible Officers	Review Date
To embed Policing with the Community into everything we do	<p>PSNI Programme Boards to ensure consistency with Policing with the Community Strategy</p> <p>Delivery of an Individual Performance Review referenced to PWC Delivery Guides for police and support staff</p>	<p>All Assistant Chief Constables Director of Human Resources</p> <p>Director of Human Resources</p>	<p>Bi monthly</p> <p>April 2012 Police/Support Staff</p>
To ensure corporacy and consistency in delivery to improve people's experience of policing	<p>Implementation and delivery of the Policing Commitments</p> <p>Develop an accompanying framework to monitor the Policing Commitments</p> <p>To reduce the number of allegations of incivility made against Police officer</p>	<p>Assistant Chief Constable Criminal Justice</p> <p>Assistant Chief Constable Criminal Justice</p> <p>Deputy Chief Constable</p>	<p>April 2011</p> <p>April 2011</p> <p>The Northern Ireland Policing Board and the Police Service of Northern Ireland Policing Plan 2011-2014 Policing with the Community</p>
To deliver a high quality service that supports improved accessibility, visibility and responsiveness	<p>To improve customer contact by providing greater access to policing services</p> <p>To increase the number of cases resolved through the use of police officer discretion</p>	<p>Assistant Chief Constable Criminal Justice</p>	<p>Ongoing 2011/2012</p> <p>The Northern Ireland Policing Board and the Police Service of Northern Ireland Policing Plan 2011-2014 Policing with the Community</p>

Objective	Action	Responsible Officers	Review Date
To deliver a high quality service that supports improved accessibility, visibility and responsiveness	To increase the amount of time spent by officers on patrol by increased use of mobile data devices, increasing visibility and accessibility	Regional Assistant Chief Constables Assistant Chief Constable Operational Support	The Northern Ireland Policing Board and the Police Service of Northern Ireland Policing Plan 2011-2014 Policing with the Community
To improve the quality of community engagement to support effective partnership working	Develop a variety of engagement methods that identify and support local priorities and enhance the delivery of Policing	District Commanders Heads of Department	Six monthly
To support partnership working to enhance public safety and reduce crime and disorder	To assist in developing Collaborative Working Groups across public/private and the community voluntary sector to effectively prioritise and shape joint action	District Commanders Heads of Department	Six monthly
To deliver fair practices and processes focusing on equality and diversity issues	Identify and address Professional Standard issues To undertake a Cultural Audit to identify, understand and respond to aspects of internal culture that may impact on public confidence	Deputy Chief Constable Director Of Human Resources	Six monthly January 2012