



Police Service
of Northern Ireland

South Armagh Policing Review

**Executive Summary
and Recommendations**

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14 April 2021

Chief Superintendent Philip Knox

Chief Inspector Finola Dornan

Context

In January 2020, Chief Constable Simon Byrne initiated a review of policing arrangements in South Armagh¹. The Terms of Reference were purposefully wide-ranging, seeking to objectively assess the style, tone and accessibility of local policing and whether it was appropriately aligned to community expectations and need.

The Review focused on understanding how policing has been felt and experienced by the people of South Armagh. Consultation and collaboration with the local community was central to the Review ethos in line with the Police Service of Northern Ireland's statutory duties under Section 31 Police (NI) Act 2000.

It was clear that relevant issues and improvements needed to be determined in partnership with the community if they were to be effective in increasing confidence and support for policing. Community perspective has, therefore, remained at the forefront of considerations throughout the Review.

The Review was conducted over a six month period between February and October 2020.² Information was obtained from a wide range of sources.

Broad categories included:

- Academic, Research and Policy Papers
- Press Reporting
- Internal and External Consultation
- Human Resources Data
- Police Performance Analysis
- Benchmarking
- Community Surveys administered by Community Restorative Justice (CRJ) and Newry, Mourne and Down Policing and Community Safety Partnership (PCSP)

Findings are documented in a 169 page report, which makes 50 recommendations for change. Recommendations seek to ensure that strategy, structure, systems and culture facilitate an increasingly visible, accessible, responsive policing model in South Armagh. This model is consistent with organisational good practice elsewhere, with a particular focus on neighbourhood policing practices. Ultimately, the aim is to build confidence and support for policing in the interests of improved community safety.

All recommendations were agreed by the Police Service Management Board in March 2021.

¹ All references to South Armagh within the body of this report should be read as referring to the boundaries of Slieve Gullion District Electoral Area

² A postponement took place between April and June 2020. This was attributable to competing operational requirements experienced by the Police Service during the Covid-19 pandemic

Key Findings

Confidence and Legitimacy

Community consultation identified significant trust and confidence issues with local policing. Police lack credibility, both in terms of perceived effectiveness and approach, with policing being experienced as something ‘done to’ the community rather than being delivered in collaboration ‘with’ the community. There is a perceived reluctance to respond to need and the subsequent slow response appears heavy handed and disproportionate with a militaristic style and tone reminiscent of legacy policing. This approach is evidently not acceptable to the local community.

Reactive policing demand in the area is low. Underreporting, associated with low levels of trust and confidence in local policing, is an issue that was acknowledged by both internal and external stakeholders during consultation. This is particularly concerning with regards to high harm in service priority areas such as domestic abuse.

Despite the concerns, there was no evidence of a rejection of policing but rather a clear demand for community focused policing that was responsive and respectful to the local community. Community representatives engaged positively with the Review, consistently

demonstrating their support for policing and awareness of policing issues. There was a clear commitment to playing their part in effecting meaningful change going forward.

Organisational Culture

The Review found that fundamental issues with the prevailing policing culture, both at local and organisational level, must be addressed as the basis for transformation.

The internal policing narrative on the local area lacked insight and was framed against a legacy related perspective rather than current and future perspectives. Routine security measures within the day to day policing delivery model served to embed perceptions of threat and risk rather than create reassurance. The local community, in general, were regarded with suspicion and this translated into local and organisational behaviours. This was not hidden from the community and is a fundamental barrier to developing relationships based on mutual respect and trust.

South Armagh is consistently referred to as a ‘unique’ policing environment that justifies a security-laden policing response. The Review suggests that it is not

the environment that is unique but the policing model. This model and outlook is limiting progress towards a community focused policing service.

Perceptions of threat and risk were distorted and inaccurate, leading to disproportionate tactical mitigations which constantly bring security to the forefront of the visible policing profile. This was at odds with assessments obtained as part of the Review process. The greater risk to officer safety on a day-to-day basis is presented by criminality and the road network. Organised crime presents a reactive evasion threat rather than any active targeting of police. Additionally, the border location, by its very nature, increases the likelihood of vehicles making off from police with the associated risk of serious injury to officers on the roads. There are intelligent policing opportunities to mitigate these risks with a requirement to enhance and formalise routine cross border policing collaboration. A seamless cross border policing model is required in order to effectively prevent harm in communities, bring offenders to justice and reduce risk to police officers.

South Armagh is permanently managed as an informally restricted patrolling area, with perceived danger and threats to officer safety widely reinforced. This has a significant impact on the underlying assumptions of officers working in the local area.

Cultural re-enforcement by visible artefacts and narrated anecdote are constantly present. Officers with no experience of legacy policing quickly assimilate into the prevalent style and tone. Disappointingly little has been done to challenge or better inform this thinking. The contrast between the community perspective on where they live and the police officer perspective on where they work was depressingly stark.

There is limited acknowledgement of local community efforts to embrace policing. Opportunities have been missed and it is evident that police structures themselves may have inadvertently created barriers to progress, rather than the attitudes of the local community.

Image and Identity

The style and tone of policing can be perceived as “unapproachable and intimidating”,³ with convoys of unmarked armoured vehicles the predominant visible police presence. The coordination of this resource inevitably results in attendance delays, with an associated negative impact on perceptions of responsiveness and effectiveness. During consultation, the visibility of police uniforms, vehicles and patrolling emerged as an issue of significant concern, provoking strong reaction both internally and externally.

³ LPT Inspector, Newry

There is not a single police branded vehicle in the South Armagh fleet. G36 rifles are routinely and overtly carried by every operational police patrol in South Armagh. The community impact of this profile was not widely recognised. The concept of reduced or covert armed deployment had not been considered as an opportunity to minimise the community impact and increase the accessibility of officers to the public. Such practices are common in other Districts which experience a higher terrorist-related threat.

The legacy image of the current policing profile is further reinforced by the long-term underinvestment in stations at Newtownhamilton and Crossmaglen. The interior facilities available to officers are in a poor state of repair and the external appearance is run down and overbearing. There is an absence of current organisational branding and messaging, inside and out. Newtownhamilton Police Station dominates the town, causing long running frustration due to the impact that security bollards have on the two-way movement of traffic and potential parking facilities in the Square. Crossmaglen Police Station occupies a prime position in the centre of the town and is considered to be the most securely fortified station in the police estate. Public access is subject to physical security precautions that are

neither welcoming nor accessible to local people. The stations are a misrepresentation of a modern and progressive police service and have negative impacts on their local environment, community relations and officer mind-set.

Demand does not support the need for two stations in South Armagh. Whilst Crossmaglen arguably does provide a better location owing to the size of the local resident population, geographical location within the DEA and distance from Newry, it also presents particular challenges which make its future untenable. There are limitations to the site's capacity and its accessibility. The legacy of the station has an unhelpful impact internally on the mind-set of officers and externally on the associations of the local community.

Evidence indicates that Crossmaglen Police Station does not provide a positive or effective policing presence and that service and visibility can be enhanced across Slieve Gullion without this physical infrastructure. Based on the above factors, it is recommended that Crossmaglen Police Station be closed and the site disposed of. A new build 'out-of-town' site would provide the best basis for renewed police-community engagement and partnership working.

This would signal a separation from the past and progressive intent with a purpose built police station, which is accessible to the public and partners. The most appropriate location for such a site should be aligned to future development plans and anticipated population and associated infrastructure changes in the area. It is, however, acknowledged that this is unlikely to be achievable in the short term. By way of an alternative, the redevelopment of the Newtownhamilton station complex is proposed to include aesthetic replacement of external perimeter security fencing and upgrade of internal facilities. This will ensure a positive working environment for staff that facilitates productive community access across South Armagh. It is essential that changes are sympathetic to the local environment by facilitating the return of parking and/or the two-way flow of traffic on the Square. Additionally, audits of the workplace environment should be undertaken to ensure that buildings reflect the current vision and values of the Police Service. Internal imagery should include up to date corporate branding and imagery that reflects the role of modern community-focused policing within the locality of South Armagh.

The Review spent some considerable time reflecting on the influence of the workplace environment on workplace culture, as evidenced in responses throughout the consultation. Artefacts are an articulation of culture but they are also mechanisms that reinforce it. Artefacts include design of physical spaces, buildings and facades as well as stories that we tell about people and important events. The current station infrastructure in South Armagh brings the danger and brutality of the past into the mind-set of the present. In this regard, the question arises about whether the stations and their internal artefacts are not just a barrier to the community but also for the police who work within them.

Engagement

Community and stakeholder engagement networks are insufficiently developed and, with two notable exceptions, local officers are not generally known to local people. There appears to be a distinct lack of effective and established contacts, extending to elected representatives.

Unfortunately, this manifests itself in a tendency to undervalue the role of elected representatives in representing the views of local people, facilitating communication or diffusing tension. Representatives often commented that they had no named contact or direct phone number other than via 101. There is a consistent lack of awareness regarding police internal structures and working practices which makes engagement with policing all the more challenging.

The Review was left with a sense that the importance of engagement was marginalised and viewed as a distinct activity ancillary to ‘enforcement’. There were indications that effort was invested in proving effectiveness through enforcement activity without any clear understanding of what issues were a priority for the local community.

Neighbourhood Policing, until very recently, was limited to two dedicated officers who were the face of neighbourhood policing locally. They were discussed in glowing terms but unfortunately viewed as a distinct and separate entity from the predominant frontline Local

Policing Team resources. The two officers were used as an exemplar of what the community wanted from their local police and the evident community receptiveness to these officers provides a strong indication of potential for further progress in increasing the support and engagement of local people. Internally, there is an urgent need to increase the value and professional respect that is attached to the neighbourhood policing role within South Armagh. Encouragingly, the value of neighbourhood policing was widely recognised by local community representatives.

Neighbourhood policing must be placed at the front and centre of policing delivery in South Armagh. This recommended shift is in line with current organisational strategy – *“We will evolve neighbourhood policing so that the public can see it and feel its direct contact.”*⁴ In order to create a positive identity around neighbourhood policing, time, space and resources need to be invested alongside dedicated and purposeful leadership.

Slieve Gullion DEA is one of the most economically deprived in Northern Ireland and this has a consequence on crime and vulnerability in the local area. It also presents opportunities to work collaboratively with other sectors and services to contribute to cross-cutting issues. There is significant

⁴ *Prevention First – Crime Prevention Strategy 2025*

community social cohesion and informal community safety structures have emerged over time to fill the gaps left in the perceived absence of 'legitimate' policing. The Police Service needs to consider sensitively and pragmatically how it can work collaboratively with these structures, rather than simply replicate or replace them.

Leadership

A 'laissez-faire' leadership approach has developed over a 5-10 year period with limited evidence of leadership direction that was corporately understood by officers working within South Armagh. There was a tendency to defer to the perspectives of local operational officers who are considered to have best insight on the area based on operational experience. As a result, strategic decision making has been led by perspectives that are based on historic threat and have not been exposed to current policing policy and practice common elsewhere. This may have inadvertently led to an acceptance of the status quo over an extended period.

The hybrid line management arrangement supporting the unique shift pattern has resulted in a disjointed organisational structure that results in limited visible supervisory presence at middle management level. South Armagh, until recently, has been routinely subject to remote management practices, including at first line supervisory level.

There has been a lack of structured employee engagement by means of regular formal briefings or learning and development opportunities. Addressing this is key to ensuring that officers are equipped, in attitude and skillset, to address the overt trust and confidence issues prevalent in South Armagh. Recommendations are made that seek to ensure visible and present leadership with a focus on communication and development to assist officers to progressively and confidently navigate the complexity of the policing environment.

Accountability and Integrity

Local accountability structures at DEA and ward level are insufficiently developed to facilitate purposeful dialogue and accountability between local police and local communities. The PCSP structure cannot be expected to efficiently manage local accountability needs at the granular detail required. Formal coordination is required to develop local accountability mechanisms as the basis for productive engagement and partnership with the local community.

The Review also found limited evidence of an effective performance culture, including a lack of effective internal governance structures to link available performance measurements to community-related outcomes. Development in this area is required urgently to inform activity and improve service delivery aligned towards visibility, engagement and confidence building.

Persistent underreporting of crime, limited engagement and alternative community networks have had a detrimental impact on the local police understanding and awareness of what is happening within the local community.

Inadequate policing and a failure to engage broadly at an operational level has had serious implications for the local perspective on police legitimacy and procedural fairness. Going forward, transparency and accountability are considered the best way to counter this narrative and build trust in police service values and professionalism.

Conclusion

This Review concludes by identifying a total of 50 recommendations for change requiring a 3-5 year dedicated programme of work. Changes are considered necessary to align the South Armagh policing model to standard organisational practice and to build confidence and support for policing in the interests of community safety.

Community groups and representatives have consistently demonstrated their support for policing throughout this consultation, with a clear commitment to effecting meaningful change. This positive contribution is both acknowledged and valued. It is essential that community involvement is sustained and further developed to ensure that local people feel engaged in the process of co-designing their future policing model. It is also important that independent representatives from the local community have a role in holding the Police Service to account for delivery of recommendations. Critical feedback and active community involvement is to be welcomed as the best means of developing an effective and accountable local policing model that has the confidence of the local community.

The willingness and enthusiasm of local officers to work together with the community to build trusting and mutually productive relationships was evident. Whilst current demand for policing services does not support the present levels of resource, a sustained investment in officer numbers is needed to make progress and resolve the inadequacies of current arrangements. Going forward, this resource should work with a very different focus, namely engagement and neighbourhood policing. The recommendations which follow are designed to provide the leadership, structure and vision to enable that to happen.

“... [I]t is important to understand that securing policing by consent is not like many other public policy challenges. It is not something that can be done in one year and then forgotten about the next. The work is never complete...Police legitimacy has to be reviewed constantly, every hour of every day, in the practice of police officers and in the way they relate to members of the public.”⁵

- *The Police Foundation, 2020*

⁵ *Out of Darkness: policing and the death of George Floyd - The Police Foundation, 05/06/2020*

Recommendations

Recommendation Theme 1: Locally Embedded Policing

Number	Recommendation	Timeframe
001	<p>South Armagh Area Commander: A dedicated Chief Inspector post to be established with geographical responsibility for Slieve Gullion. Accountable for day to day delivery of changes under SAPR. Anticipated to be required for 3-5 years.</p>	Immediate (0-3 months)
002	<p>Revised Policing Model: There is an identified need for increased investment in South Armagh in order to build legitimacy and confidence in policing. Going forward, neighbourhood policing should be front and centre of policing delivery in the area. An enhanced neighbourhood policing team should be established with increased hours of coverage to provide greater levels of visible policing and a dedicated focus on engagement. The team should be resourced by a minimum of 1 Inspector, 3 Sergeants and 30 Constables, operating variably to meet local need. This is in excess of the required resource to meet current demand but is considered necessary to address the scale of development that is required.</p> <p>Consistent with standard organisational practice, Local Policing Team response should be delivered centrally from Newry. 3 Sergeant and 30 Constable posts should transition to the centralised LPT establishment to facilitate this change, providing increased resilience and flexibility in resourcing.</p>	Urgent (3-6 months)
003	<p>Slieve Gullion NPT: Slieve Gullion Neighbourhood Policing Team should be used as the official team name and branding for all officers working in the South Armagh area. This is to encourage better alignment and coverage across DEA structures and wards.</p>	Immediate (0-3 months)

Recommendation Theme 1: Locally Embedded Policing

Number	Recommendation	Timeframe
006	<p>South Armagh Police Station:</p> <p>An improved police station presence and culture is of critical importance to police-community relations. Crossmaglen Police Station is no longer considered fit for purpose in delivering accessible and responsive policing. This is based on a combination of factors, including accessibility, capacity and impact on the local community. Options for site closure should be explored as a matter of priority with a view to facilitating redevelopment and regeneration.</p> <p>Whilst a new purpose built station site is preferred for policing delivery in the longer term, it is acknowledged that the current economic climate is unlikely to allow for this (although this should be explored). As an alternative, Newtownhamilton Police Station should be rebranded as South Armagh Police Station, providing a centralised and accessible base for policing with the community in Slieve Gullion DEA. All officers attached to Slieve Gullion Neighbourhood Team should report directly to South Armagh Police Station at the commencement and termination of duty.</p> <p>The existing station complex should be redeveloped to:</p> <ul style="list-style-type: none"> • Improve the exterior appearance and replace the perimeter fencing so that it is more open and welcoming • Reduce exterior security measures at the front entrance to facilitate the movement of traffic and/or parking • Create a welcoming and accessible enquiry office with increased opening hours and dedicated public meeting facilities • Refurbish internal workspaces to better meet the needs of a modern and progressive workforce. This should include contemporary organisational branding and messaging, facilities and equipment. 	<p>Medium (1-2 years)</p> <p>To</p> <p>Long (3-5 years)</p>

Recommendation Theme 1: Locally Embedded Policing

Number	Recommendation	Timeframe
<p>006 <i>Continued</i></p>	<ul style="list-style-type: none"> • Rebalance the emphasis on the past by exploring the relocation of memorials to an agreed space in the station away from public locations and main thoroughfares. This would provide a more respectful private space for reflection on the losses and trauma of the past. <p>Additionally, audits of the workplace environment should be undertaken to ensure that buildings reflect the current vision and values of the Police Service. Internal imagery should include up to date corporate branding and imagery that reflects the role of modern community focused policing within the locality of South Armagh. A review of internal notice board facilities should also be considered in line with work undertaken at the Police College to replace them with electronic messaging facilities that keep messaging up to date and relevant. This should include a review of branding, imagery and message facilities on the exterior of the police estate.</p>	
<p>007</p>	<p>Slieve Gullion Area Inspector:</p> <p>This officer should perform a critical role under revised arrangements, working closely with the new Area Commander and providing a visible point of contact for the development of community relationships and assurance to neighbourhood teams. The Slieve Gullion Area Inspector should be based in the new South Armagh Police Station complex, taking an active role in implementing recommended changes.</p>	<p>Immediate (0-3 months)</p>

Recommendation Theme 2: Visible, Accessible and Responsive Service Delivery

Number	Recommendation	Timeframe
009	<p>Revised Patrolling Strategy:</p> <p>The current Patrol Strategy is no longer fit for purpose. The style and tone of policing delivery must portray a visible, accessible and responsive service which makes effective use of available resource.</p> <p>A revised Patrol Strategy should be produced to reflect a changed approach to police deployment. Community impact must be a central consideration and all tactical patrolling arrangements designed to facilitate visible, accessible, responsive and community focused impact. The key focus should be on changing community perspectives of heavy handed policing.</p> <p>The strategy should reflect uniform, equipment and style/tone changes outlined in other Review recommendations, notably Recommendations 10 - 20.</p>	Immediate (0-3 months)
010	<p>Patrol Profile:</p> <p>The patrol profile should be proportionate to the circumstances of report, determined by THRIVE assessment, rather than as a routine security response, determined by geography. Visible resources at routine calls for service should be the minimum necessary. Additional resourcing may be appropriate, as support, based on nature of the call for service. Any additionally allocated resource should remain at a discreet tactical distance to allow for quick response.</p>	Immediate (0-3 months)
011	<p>Patrolling Strategy Governance:</p> <p>A weekly Patrol Strategy meeting should be chaired by the Area Chief Inspector, attended by the South Armagh Inspector and Sergeants on duty. Representation from LPT and specialist departments should be readily available at this meeting. This should inform decision making ensuring an evidence based and accountable approach to tactical patrolling methods.</p>	Immediate (0-3 months)

Recommendation Theme 2: Visible, Accessible and Responsive Service Delivery

Number	Recommendation	Timeframe
<p>011 <i>Continued</i></p>	<p>The meeting should adopt a formal governance structure and should include consideration of:</p> <ul style="list-style-type: none"> • identified threat, harm and risk issues affecting public and officer safety • flexible adjustment of tactics to mitigate identified risks and facilitate responsive and accessible service delivery • community priorities and feedback • equipment and uniform • training and development requirements. <p>Inspectors and Sergeants should ensure that this approach influences their daily review and management of patrolling.</p>	<p>Immediate (0-3 months)</p>
<p>013</p>	<p>Uniform: The new corporate uniform should be introduced at the earliest opportunity within the service-wide roll out. Hi-visibility uniform should be routinely worn for visibility and reassurance and in the interests of officer health and safety. Supervisors should ensure consistent practice in line with the Corporate Appearance and Protective Measures Standard and should actively role model required standards, including consistent wearing of name badges on outer uniform items.</p>	<p>Urgent (3-6 months)</p>
<p>014</p>	<p>Liveried Vehicles: All local and neighbourhood policing duties in South Armagh should be performed using liveried vehicles. There should be an immediate initial transition of 50% of the vehicle fleet to liveried armoured vehicles. Proactive efforts should be placed on increasing the proportion of liveried fleet with the intention that all LPT and NPT response will be from liveried vehicles within a 12-18 month period. This will require coordination at District level to ensure that sufficient liveried vehicles would be available to LPT officers responding to calls for service in South Armagh.</p>	<p>Urgent (3-6 months)</p> <p>To</p> <p>Medium (1-2 years)</p>

Recommendation Theme 2: Visible, Accessible and Responsive Service Delivery

Number	Recommendation	Timeframe
015	<p>Armoured Vehicles:</p> <p>It is recommended that soft-skin/non-armoured vehicle capability should be introduced gradually within a 5 year period in the interests of normalised policing, improved attendance times, increased road safety and pursuit capability.</p>	Long (3-5 years)
016	<p>Firearms:</p> <p>G36 assault rifle weapons should no longer be routinely carried. Carriage of G36 weapons and the use of ancillary equipment such as kite sights should instead require an Inspector's authorisation. All such authorisations should be documented along with the rationale and supporting evidence base.</p> <p>Patrol profile is a strategic consideration and should be leader influenced and coordinated. The use of G36 weapons systems should be subject to monthly audit and oversight to ensure use is proportionate and justifiable.</p> <p>In operations where carriage of G36 weapons is deemed to be appropriate, planning should ensure that carriage is discreet rather than overt, as a means of striking an appropriate balance between community impact and security requirements.</p>	Immediate (0-3 months)
017	<p>Tasking Protocols:</p> <p>Resource tasking protocols should be brought in line with standard organisational call verification and dispatch processes. Dedicated engagement with Contact Management Centre should take place to ensure a positive collaborative working relationship is developed and that there is mutual reassurance regarding risk management processes. The potential for bespoke learning and development should be explored to ensure that call handlers and dispatchers have a consistent level of local awareness and tailor their approach to provide reassurance and enhance community confidence in formal reporting.</p>	Immediate (0-3 months)

Recommendation Theme 2: Visible, Accessible and Responsive Service Delivery

Number	Recommendation	Timeframe
018	<p>Beat and Cycle Patrols: Visible patrolling on foot and bicycle should be coordinated across all DEA ward areas as a priority activity to facilitate engagement and increase reassurance.</p> <p>Planning and coordination should be influenced by best practice approaches in other Districts to ensure appropriate risk mitigation and officer reassurance is in place. Personnel and bicycle carrying vehicles should be sourced to enable effective and safe deployment of cycle patrols into all villages across the rural area. The potential to introduce e-bike equipment should also be explored.</p>	Urgent (3-6 months)
019	<p>Road Policing Operations (Vehicle Check Points): All road policing operations should have clarity of purpose and respond to identified community priorities. The look and feel of such operations should be carefully considered to minimise community impact and avoid legacy associations. Consideration to the provision of visible signage which can be deployed to inform and reassure the public about the reasons for police presence should be a priority.</p>	Immediate (0-3 months)
020	<p>Body Worn Video: Body Worn Video should be consistently utilised and proactively supervised as a means of providing additional reassurance and accountability. Monitoring should be incorporated in performance arrangements. Routine dip sampling of interactions should be conducted by supervisors.</p>	Immediate (0-3 months)

Recommendation Theme 3: Engagement

Number	Recommendation	Timeframe
030	<p>Confidence and Engagement Strategy:</p> <p>A renewed and priority focus should be placed on engagement as the basis for improving local trust and confidence in policing. To this end, an outcomes based ‘confidence and engagement strategy’ should be produced to:</p> <ul style="list-style-type: none"> • refocus officers on the concept of engagement as an integral aspect of all operational policing activity • stipulate clear roles, responsibilities and accountability at Constable, Sergeant, Inspector and Chief Inspector level • outline communications principles with elected community representatives in relation to ongoing and planned policing activity. • proactively develop policing presence on print and social media platforms, to include increased understanding of, and interaction with, existing community information platforms. • clarify local accountability structures. <p>The strategy should reflect the content of changes outlined in other Review recommendations, particularly Recommendations 31 - 40.</p>	Short (6-12 months)
031	<p>NPT Ward and Portfolio Allocation:</p> <p>NPT Constables should be allocated both a geographical ward area and thematic portfolio for dedicated focus. Ward Area Beat Plans and thematic plans should be developed by officers to ensure there is shared understanding and a strategy for managing issues relevant to geographic ward areas and themes across the DEA e.g. drugs, domestic abuse, mental health/vulnerability, cross border policing, serious and organised crime, rural crime, children and young people, older people, newcomer and minority communities and businesses etc.</p> <p>Resilience and information sharing arrangements should be in place within teams to ensure continuity of service in the event of abstraction or absence.</p>	Immediate (0-3 months) To Medium (1-2 years)

Recommendation Theme 3: Engagement

Number	Recommendation	Timeframe
032	<p>Stakeholder Analysis:</p> <p>A formal stakeholder analysis should be conducted to develop and document community networks and contacts at DEA and ward level, representative of the community. This information should remain under continuous review and form the basis for gap analysis and planning. Engagement networks progressed under the Review's consultation process should be used to inform this work.</p>	Short (6-12 months)
035	<p>Community Information Networks:</p> <p>Neighbourhood Watch should aim to complement and enhance existing community infrastructure. Focus should be placed on increasing understanding and engagement with existing community information and alert networks. Opportunities should be sought to innovate and co-design solutions that meet the regulatory requirements of policing whilst adding value and building trust.</p>	Medium (1-2 years)
036	<p>Direct Contact:</p> <p>A duty mobile phone should be carried by Sergeants to allow local representatives and community partners to reliably and efficiently make direct contact with their local team.</p>	Immediate (0-3 months)
037	<p>Local Police Drop-In Sessions:</p> <p>Proactive efforts should be made to identify appropriate places for 'Local Police Drop-In Sessions' across all ward areas. These should provide an opportunity for direct contact and engagement with local officers, allowing issues of concern to be discussed and crime prevention advice to be provided. The location, timing and style of these events should be designed in partnership with local representatives and established community groups.</p>	Short (6-12 months)

Recommendation Theme 3: Engagement

Number	Recommendation	Timeframe
038	<p>Minority Languages:</p> <p>Opportunities should be explored to promote the use of minority languages in official communications and correspondence. One potential consideration may be the use of Irish language messaging on signage outside South Armagh Police Station in line with commitments under the Fresh Start Agreement.</p>	Medium (1-2 years)
039	<p>Community Impact:</p> <p>Community impact considerations should be central to all local policing activity. There should be an increased and consistent use of community impact assessment as a basis for operational decision making.</p> <p>Community impact assessments should be formally documented and subject to regular monitoring and strategic oversight. They should provide guidance on information sharing with community representatives to promote meaningful dialogue before, during and after operations. Advice on embedding a best practice approach should be sought from Policing with the Community Branch.</p>	Immediate (0-3 months)
040	<p>Vulnerability Focus:</p> <p>An enhanced focus should be placed on vulnerability, recognising the increased potential for harm where existing barriers to reporting caused by low levels of trust and confidence in policing are exacerbated by additional barriers, e.g. domestic abuse, LGBT, other minority communities.</p> <p>This should include training, research, analysis, benchmarking and thematic action planning.</p>	Medium (1-2 years)

Recommendation Theme 4: People Development

Number	Recommendation	Timeframe
004	<p>Selection:</p> <p>A neighbourhood policing role in South Armagh offers significant professional development opportunities and job satisfaction for interested officers and it should be promoted accordingly across the wider organisation. Existing officers with more than 3 years’ service in South Armagh who no longer feel invested in service delivery under post Review arrangements should be facilitated with an appropriate transfer, when possible. This is considered important both in the interests of providing a responsive, community focused service and officer wellbeing.</p> <p>A values based selection process should be implemented to facilitate transfer into posts in South Armagh.</p> <p>Succession planning should be formalised to ensure continuity of personnel with a stipulation of a one month notice period on transfer or promotion to facilitate a dedicated handover process.</p>	Short (6-12 months)
005	<p>Diversity:</p> <p>The benefits of increasing diversity of officers within South Armagh should be promoted with a view particularly to ensuring gender and length of service aligns broadly to corporate LPT/NPT levels in the longer term.</p> <p>Probationary Constables should be directly allocated to the team acknowledging that the experiential learning opportunities to deliver high quality community policing are significant.</p>	Medium (1-2 years)
012	<p>Tactical Patrolling Training:</p> <p>A revised tactical patrolling training package should be designed in consultation with the Police College/ Combined Operational Training. This should refresh and consolidate Patrol Strategy tactics, ensuring consistent performance in line with contemporary best practice standards with a focus on community impact. The objective of police visibility is to facilitate police engagement at every opportunity.</p>	Short (6-12 months)

Recommendation Theme 4: People Development

Number	Recommendation	Timeframe
021	<p>Daily Briefing Structure: All officers attached to Slieve Gullion should receive face to face briefings from supervisors at the commencement of each turn of duty, utilising the corporate briefing tool best practice structure.</p> <p>The following topics should be included as a minimum:</p> <ul style="list-style-type: none"> • local community issues and policing priorities (operational and engagement focus) • security and other information which would impact on threat, harm and risk • style and tone of delivery and patrol profile <p>Close and regular communication should be maintained between Neighbourhood and Local Policing Team Sergeants and Inspectors. A team debrief should take place at the end of each turn of duty, where possible, to facilitate situational awareness, learning and development.</p>	Immediate (0-3 months)
022	<p>Intelligence Briefings: All officers performing duties in South Armagh should receive dedicated interactive briefing from C3 on a monthly basis. The frequency and format of intelligence briefings should be reviewed after an initial 6-12 month period.</p>	Immediate (0-3 months)
025	<p>Service-wide Consistency and Accountability: All non-local resources carrying out policing activities in South Armagh should be accountable to local management for the style and tone of delivery and patrol profile. All bids for Operational Support Department resource should be supported by a dedicated briefing package to ensure additional resources are used to maximum effect against identified community priorities in a manner consistent with the revised local policing approach. The development of an electronic video brief is recommended to ensure that there is a senior management level briefing on expectations of style and tone of delivery.</p>	Short (6-12 months)

Recommendation Theme 4: People Development

Number	Recommendation	Timeframe
029	<p>Structured Formal Briefing: All officers deployed to operations should receive a structured formal briefing with a clear emphasis on the style, look and feel of operational police presence. Operational debriefs should be utilised to promote operational learning and development.</p>	Immediate (0-3 months)
041	<p>Continuous Professional Development: Officer training and development should be a key strategic priority under revised arrangements, with appropriate senior oversight and identification of training needs. A Continuous Professional Development Plan should be developed commensurate with the complexity of work required to develop trust and confidence in policing.</p> <p>Consideration should be given to geographical and cultural awareness; enhanced vulnerability; legacy, trauma and reconciliation; cross border policing structures; leadership inputs such as emotional intelligence/unconscious bias; community development; restorative justice; team building e.g. Insights.</p>	Medium (1-2 years)
042	<p>Training Governance: Governance and accountability mechanisms should be implemented for training delivery, aligned to recommendations under the Police College District Training Review. The potential for South Armagh to be used as pilot area for implementation of District Training Review recommendations should be explored.</p>	Medium (1-2 years)

Recommendation Theme 4: People Development

Number	Recommendation	Timeframe
043	<p>Neighbourhood Policing Development Programme: The Neighbourhood Policing Development Programme should be redeveloped and enhanced to meet local needs. This should develop thinking around the policing purpose, community focus and barriers to engagement. It is essential that officers have a balanced understanding of emotional legacy issues which remain relevant to policing today. A positive and respectful narrative on the local area is important. External community input will be critical to the success of this initial training input with consideration of options for an externally delivered training package. The potential for design and accreditation with a Higher Education Institute partner should be explored.</p>	Urgent (3-6 months)
044	<p>Team Dynamics: Regular team building workshops should take place with a focus on interpersonal relationships, information sharing/awareness building and innovation on thematic portfolios and ward areas.</p>	Medium (1-2 years)

Recommendation Theme 5: Planning and Coordination

Number	Recommendation	Timeframe
026	<p>Local Planning: All event and operational planning functions should transition from the Crossmaglen LPT 'Ops' Sergeant to be managed centrally at Area level, consistent with the standard corporate approach. Collaborative working relationships should be developed to facilitate this transition.</p>	Medium (1-2 years)
027	<p>Local Policy and Planning Documentation: All operational instructions, plans and local policies should be reviewed and redrafted to meet the needs of new structures and working arrangements.</p>	Medium (1-2 years)
028	<p>Operational Orders: The format and content of operational orders should be developed in line with best practice approaches. Documentation should be individually tailored to the specific circumstances of operations with an increased focus on community impact and the style/tone of police deployment. Appropriate quality assurance mechanisms should be in place to ensure alignment with other recommendations.</p>	Short (6-12 months)

Recommendation Theme 5: Planning and Coordination

Number	Recommendation	Timeframe
023	<p>Analysis and Evidence Base: Analytical product should be proactively sought on an ongoing basis and utilised as a means of establishing an evidence base to focus on geographical and thematic areas and monitor progress against identified priorities.</p>	Immediate (0-3 months)
024	<p>Operational Collaboration: The effectiveness of interventions against organised criminality is critical to developing community trust and confidence in policing. All operations led by specialist departments or external agencies should be overseen by/planned collaboratively with the District Senior Management Team to ensure that community impact considerations are central to planning and decision making processes at every stage. This should include early engagement, maximum information sharing and proactive consequence management. All proactive operational activity should complement and prioritise the objective of building local trust and confidence.</p>	Short (6-12 months)

Recommendation Theme 6: Cross Border Policing

Number	Recommendation	Timeframe
045	<p>Cross Border Patrolling and Hot Pursuit: A bi-lateral policing agreement should be explored with the Northern Ireland Department of Justice and Irish Department of Justice and Equality with the aim of facilitating joint rather than parallel policing operations by Police Service of Northern Ireland and An Garda Síochána. As a minimum this should enable cross border hot pursuit between policing jurisdictions in the interests of community safety and policing effectiveness.</p>	Long (3-5 years)
046	<p>Cross Border Accountability: A cross border accountability mechanism should be established at local level with bi-annual reporting by Police Service of Northern Ireland and An Garda Síochána on joint cross border performance priorities. This should focus on day to day operational demand and outcomes affecting cross border communities in the South Armagh areas. This should be incorporated formally under the auspices of PCSP and Joint Policing Committees.</p>	Medium (1-2 years)
047	<p>Cross Border Command and Control: A cross border command and control protocol should be developed with a focus on the management of police pursuits. This should clarify operational structures for increased understanding, rapid communication, risk management and decision making.</p>	Short (6-12 months)

Recommendation Theme 6: Cross Border Policing

Number	Recommendation	Timeframe
048	<p>Cross Border Communications:</p> <p>There should be increased policing collaboration in the front line operational environment.</p> <ul style="list-style-type: none"> • All operational officers should have access to and monitor shared radio networks as a matter of standard practice, overseen by Southern Contact Management Centre. • Routine daily telephone briefings should take place between supervisors from both policing jurisdictions to ensure working relationships are developed and information sharing/situational awareness is increased. • Weekly cross-border 'Pacesetter' meetings should take place, chaired at Inspector level or above. • A cross border external communications plan should be jointly developed, focusing on daily policing activity and local community priorities. Communications opportunities should be proactively sought at operational, tactical and strategic level to demonstrate joint working. 	Medium (1-2 years)
049	<p>Cross Border Development and Governance:</p> <p>Formal monthly meetings should take place to develop, coordinate and progress cross border collaboration. These meetings should be co-chaired by a Superintendent from each policing jurisdiction.</p> <p>Opportunities should be sought for team building and joint development workshops between officers working in areas bordering South Armagh.</p>	Short (6-12 months)

Recommendation Theme 7: Accountability

Number	Recommendation	Timeframe
008	<p>Performance Management Framework: A Performance Management Framework should be developed as the basis for local policing activity, so that individuals and teams know what they should be doing, how they should be doing it and that they are responsible for contributing to identified strategic objectives.</p> <p>The Performance Management Framework should utilise outcome based accountability methodology within the Policing Plan 2020 - 2025, framed against achieving enhanced visibility, accessibility, responsiveness and community focus.</p> <p>The Framework should monitor policing activity which demonstrates visibility and engagement as a priority. It should also provide a structure for accountable reporting to community partners along with mechanisms for obtaining community feedback/perspective on performance against outcomes.</p> <p>External/independent cultural audit and monitoring mechanisms should feature.</p>	Short (6-12 months)

Recommendation Theme 7: Accountability

Number	Recommendation	Timeframe
033	<p>Local Accountability Structures:</p> <p>Partnership working should be maximised as a means of delivering on policing priorities through established community, voluntary and statutory sector groups. Community representatives and partners should be provided with clarity on police internal working arrangements as a basis for open and accessible working relationships. Good practice formats such as the Information Leaflet on Children and Young People's Strategic Partnership Locality Planning Groups should provide inspiration. Police reporting to local accountability meetings should be formalised in the Confidence and Engagement Strategy. Meetings should be attended by officers at a rank appropriate to the group membership and objectives. As a minimum this should involve a formal monthly accountability meeting with representation from across ward areas.</p>	Short (6-12 months)
034	<p>Independent Advisory Group:</p> <p>An Independent Advisory Group should be established to increase the diversity of perspective on policing style and delivery approach. The role and purpose should include provision of critical feedback on performance against the implementation of recommendations under this Review in order to maximise co-design and accountability.</p>	Medium (1-2 years)

Recommendation Theme 7: Accountability

Number	Recommendation	Timeframe
050	<p>Accountability Arrangements for Implementation Process:</p> <p>Recommendations under this Review create a significant opportunity to develop engagement, confidence and legitimacy in local policing arrangements. There is a leadership responsibility to progress cultural change. Local leadership is critical to embedding and sustaining changes in South Armagh, in close partnership with local community representatives. It is therefore vital that the South Area Coordinator (Chief Superintendent) and District Commander (Superintendent) demonstrate ownership of and responsibility for the implementation process at a local level.</p> <p>A developed understanding of the purpose and intent behind recommendations is critical to ensuring that changes are implemented in a manner consistent with the ethos and aspirations of the Review. For this reason, the Review Team should maintain involvement in implementation processes to maximise opportunities for meaningful change.</p> <p>In accordance with Recommendation 34, an Independent Advisory Group should be established to provide critical feedback on the implementation of recommendations. This group should be constituted so as to provide diversity of perspective, co-design opportunities and accountability.</p> <p>Consideration should be given to partnering with an academic partner/Higher Education Institute. This would ensure that learning is captured for the benefit of academic and professional policing at a local and national level.</p>	<p>Immediate (0-3 months) To Medium (1-2 years)</p>

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