



Police Service
of Northern Ireland

THE HALLMARKS OF
**NEIGHBOURHOOD
POLICING**

**we care
we listen
we act**

Foreword

A Message from the Chief Constable



By rooting local policing within local communities, we can reduce the fear of crime and prevent harm through effective joint problem solving.

This document provides eight hallmarks which define our approach to neighbourhood policing and provide a baseline for expectations of local policing delivery by District Commanders. This will enable a more consistent approach yet allowing flexibility to understand and meet community needs and expectations.

Our public commitment to modernise local policing delivery so that it is increasingly visible, accessible, responsive and, above all, community focused means that we need to continue to evolve our approach to neighbourhood policing.

Neighbourhood policing is central to all that we do. It has a far reaching impact on police-community relations and goes to the heart of our pride in policing. We acknowledge the need to recalibrate our focus to increase the value of neighbourhood policing. These hallmarks enforce this ethos.

A handwritten signature in black ink that reads 'Simon Byrne'.

Simon Byrne
Chief Constable
Police Service of Northern Ireland

Neighbourhood policing provides the foundation for the Police Service of Northern Ireland to increase trust and confidence in policing and enhance community safety.

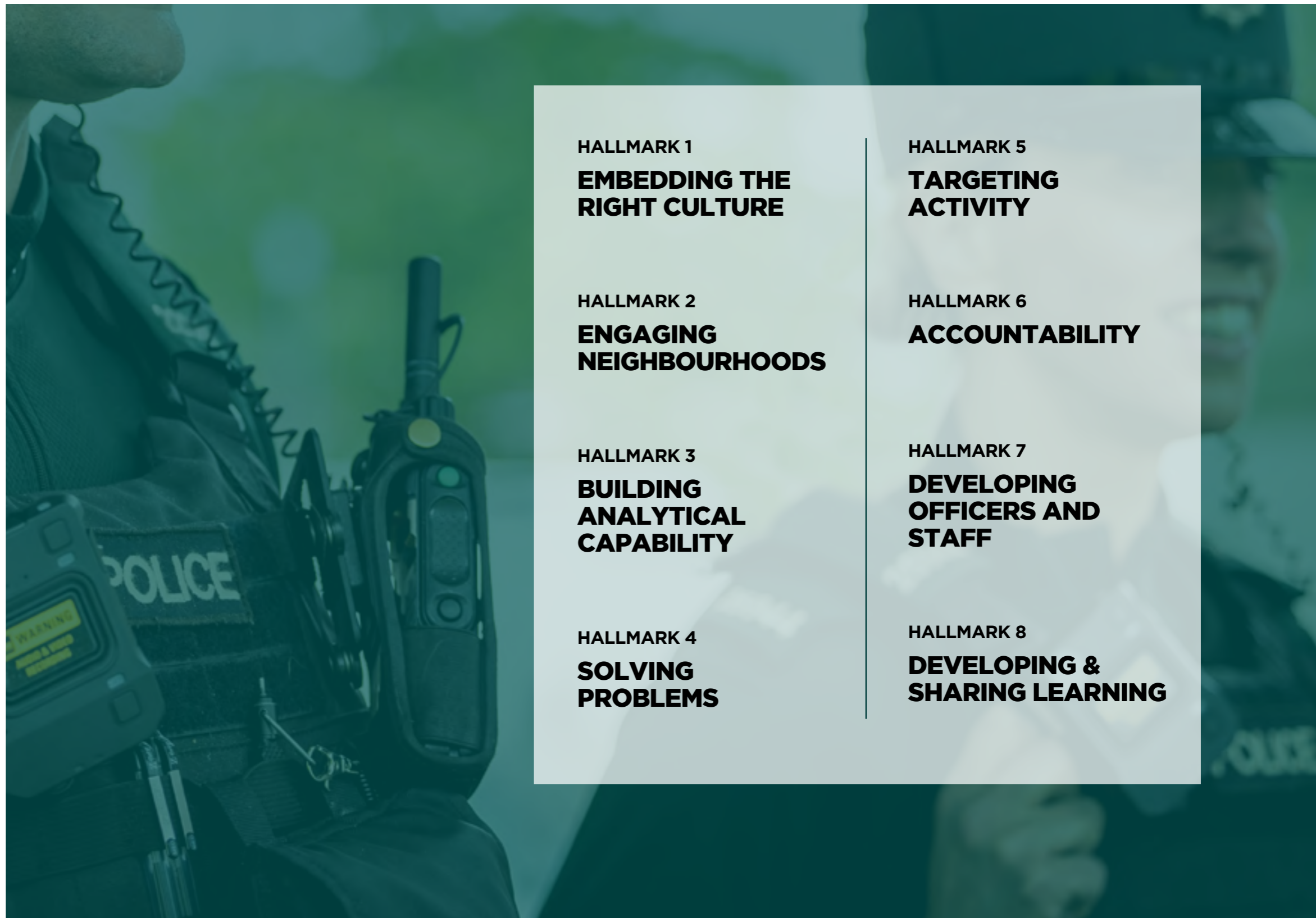
OUR HALLMARKS

Eight hallmarks provide the basis for a sustained investment in neighbourhood policing and development of our policing approach. These defining features of our renewed approach aim to provide clarity of expectation for communities and partners and to frame policing delivery, decision-making and leadership culture going forward.

Whilst policing should always be tailored to the specific needs and expectations of local communities, there are consistent standards that must underpin local delivery, wherever it is. It is important that these standards - or Hallmarks - inform policing delivery consistently and are understood by communities.

Our hallmarks are evidence based, informed by national policing guidelines issued by the College of Policing, yet adapted to best meet our local context.

[Modernising Neighbourhood Policing, December 2017 - www.college.police.uk]



HALLMARK 1
EMBEDDING THE RIGHT CULTURE

HALLMARK 2
ENGAGING NEIGHBOURHOODS

HALLMARK 3
BUILDING ANALYTICAL CAPABILITY

HALLMARK 4
SOLVING PROBLEMS

HALLMARK 5
TARGETING ACTIVITY

HALLMARK 6
ACCOUNTABILITY

HALLMARK 7
DEVELOPING OFFICERS AND STAFF

HALLMARK 8
DEVELOPING & SHARING LEARNING

NEIGHBOURHOOD POLICING DEFINED

The wide ranging work carried out by neighbourhood teams every day reflects who we are as a Police Service and the value that we bring to the communities we serve.



Neighbourhood policing in Northern Ireland is defined by:

- Responsiveness through local structures and outcomes-based performance frameworks to ensure there is a focus on, and accountability for, reducing crime and anti-social behaviour;
- Relationships across a diverse range of people in communities, building trust and confidence;
- Engagement in meaningful, structured two-way dialogue with communities in order to understand community context, needs and expectations;
- Partnerships across the organisation, with the public, third and private sectors to deliver collaborative problem solving and early interventions to prevent crime, harm and repeat offending;
- Evidence-based practice to have a sustained impact on harm, repeat demand and community safety;
- Problem solving is pivotal in our ability to deliver an effective and sustainable service which prevents harm in local communities and has the confidence and support of local people;
- Visibility in communities as a central aspect of our community presence, on foot and by bicycle, in areas of identified need;
- Accessibility - neighbourhood policing should provide an accessible and approachable public face of policing, linking communities directly to frontline and specialist policing services at a local, regional and national level.

HALLMARK 1 EMBEDDING THE RIGHT CULTURE

We will embed an organisational culture in which all our encounters with the public demonstrate procedural justice, reinforcing the presumption that policing is a fair, impartial and universal service.



Procedural justice involves us:

- Listening to different perspectives and giving people an opportunity to contribute;
- Making impartial decisions, openly and honestly explaining how they were reached - decisions, whilst not necessarily the same, will be fair, even-handed and accountable;
- Reflecting on our actions, reviewing how we do things and being prepared to recalibrate our approach;
- Conceding when we have got things wrong and striving to find resolution;
- Being empathetic and open to different perspectives and experience.

This culture increases trust and confidence in policing and the likelihood that policing will be perceived as legitimate.

HALLMARK 2 ENGAGING NEIGHBOURHOODS

We will ensure neighbourhood policing is centred on effective engagement with local communities in neighbourhoods.

Our approach to community engagement will:

- Be visible, accessible and responsive providing local community focus and accountability;
- Be regular and consistent to achieve trusting relationships which encourage meaningful two-way dialogue;
- Provide an ongoing mutual exchange of information, including feedback on police and partner activity;
- Have a clearly defined and accountable purpose;
- Enable us to develop a better understanding of local communities - their needs, priorities and desired outcomes;
- Inform local problem solving activity;
- Use a wide range of methods that are tailored according to local community need and preference and proactively seek to access a broad base of community perspective;
- Be felt and seen in communities, aligned to a visible presence on foot and on bicycles;
- Make best use of social media to provide reassurance and increase our reach and impact;
- Become a pathfinder for real-time digital community engagement to help set local beat/area priorities;
- Improve the strategic outlook of Policing and Community Safety Partnerships to help align response to need and commission services against a clear evidence base;
- Focus on effective engagement with young people and on identifying and removing barriers to engagement across local groups and communities.



HALLMARK 3 BUILDING ANALYTICAL CAPABILITY

We will ensure that we have the analytical capability necessary for problem solving and to facilitate an evidence based policing approach.

This will include:

- Systematic application of the SARA problem solving model to ensure that our actions are linked to a detailed understanding of problems;
- Regular briefing, informed by near real-time data and a defined evidence base, to ensure effective prioritisation in the areas of greatest need, particularly in relation to vulnerability and repeat victimisation;
- Providing officers and staff with direct access to analytical product through our corporate PULSE database;
- An understanding of current and future demand which informs resource management and prioritisation decisions;
- Enhancing digital accessibility for frontline officers, so that information can be both obtained and generated real-time, at the point of service delivery in local communities and with local communities;
- Enhancing connectivity between neighbourhood teams and specialist departments to ensure information is shared and diverse skills and experience add value to community-related policing issues;
- Developing relationships and data-sharing processes with our partners on areas of shared priority, using a 'place based' approach;
- Better understanding the added value of neighbourhood policing through localised analysis of public confidence and feelings of community safety;
- Monitoring performance through formal governance frameworks both internally and externally, at a local and organisational level;
- Ensuring that our people have the capability to independently interpret data and utilise corporate analytical tools with support from skilled analysts, as required.



HALLMARK 4

SOLVING PROBLEMS

We will place problem solving and crime prevention at the core of our service, in accordance with our Crime Prevention Strategy 2025.

We will use problem solving to deal with locally identified priorities.

This approach seeks to reduce harm in our communities and demand on policing by addressing the causes and drivers of crime and anti-social behaviour.



Our approach to problem solving will involve:

- Embedding a 'Prevention First' proactive policing mindset as our key operating model, taking every opportunity to prevent and reduce harm;
- Systematic application of the SARA problem solving model to ensure that our actions are linked to a detailed understanding of problems;
- Actively involving local communities in identifying priorities, helping to understand their nature, extent and causes, taking action against those problems and/or assessing what action has helped;
- Use of evidence-based, innovative and targeted responses that tackle the underlying causes of a problem and not just enforcement;
- Adopting early intervention partnership approaches;
- Integration with other parts of the police service to support delivery;
- Investing in building strong, sustainable partnerships with our communities and partner agencies;
- Securing the support of partner organisations by sharing data and jointly designing and delivering responses;
- Responding to calls for service in a prompt, visible and effective way to deter offenders and provide reassurance to the community;
- Removing or designing out opportunities for offending, both online and offline;
- Agreeing our monthly priorities with local communities at local electoral ward level with a "you said/we did" ethos.

HALLMARK 5

TARGETING ACTIVITY

We will ensure policing activity is targeted towards the people and places with the greatest needs based on an informed assessment of threat, risk, harm and vulnerability.



This assessment should:

- Be informed by community engagement and feedback to identify the issues that matter most at a local level;
- Influence resource deployment and prioritisation decisions;
- Identify areas for specific focus in community engagement and problem solving;
- Identify areas for joint working to reduce duplication between partners;
- Prompt tailored analytical strategies to effectively identify the highest risk locations and offenders in order to prevent further offending.

Resultant policing activity should:

- Proactively target repeat locations to prevent crime and reduce the impact on local people;
- Promote visible policing on foot and bicycle in local communities, alongside accessible and responsive community engagement and problem solving;
- Focus on addressing vulnerability - preventing the exploitation of vulnerable people or groups, both as victims and offenders;
- Deter high-risk offenders and reduce serious criminality through enforcement, awareness raising and provision of alternative pathways;
- Focus on effective offender management, particularly in preventing repeat offending;
- Adhere to the abstraction policy to maintain local team visibility, accessibility and continuity;
- Improve real-time feedback about police arrests, operations and campaigns built around community intelligence.

HALLMARK 6**ACCOUNTABILITY**

We will ensure that there is accountability for delivery at all levels of the organisation, including local accountability and two way dialogue at electoral/ward area.



Police supervisors and leaders will be accountable for ensuring:

- There are clear policies for the effective management of crimes and incidents;
- Local aims and priorities of neighbourhood policing are defined, understood and monitored by senior management teams;
- An outcomes-based performance framework is in place, aligned to the delivery of visible, accessible, responsive and community focused policing in the local context and in accordance with these Hallmarks;
- A clear and developed network of community and other stakeholders is mapped and continuously developed;
- Problem solving initiatives are informed by analysis and have defined outcomes;
- That there is an effective system for local accountability and two way dialogue with community representatives at local electoral ward/beat area level, beyond the Policing and Community Safety Partnership;
- That there is a named officer for each local electoral ward area;
- A visible presence in communities - patrolling should be with purpose and aligned with information on PULSE, providing a visible presence on foot and bicycle in repeat locations or areas of community identified need;
- Roles and responsibilities of officers and staff are defined and understood at a local level with accountability for continuous professional development;
- Promote wider access and transparency through methods such as 'street briefings', community 'ride-alongs' and beat level meetings with partners and the public;
- Local trends and policing plans are published on our website;
- District level monitoring of police use of powers to reinforce the need for procedural justice.

HALLMARK 7**DEVELOPING OFFICERS AND STAFF**

Effective neighbourhood policing requires a developed skillset which is strongly influenced by emotional awareness, communication, analytical and community development skills.



Training integrated into routine practice is likely to have more of an impact than traditional classroom training on behaviour, with positive impacts on knowledge, attitude and behaviour.

We will, therefore, ensure that initial and continuous professional development is central to each officer's career experience and that connectivity is in place between the Police College and operational policing functions. This will ensure that organisational development is evidence based, progressive and in line with contemporary concepts of neighbourhood policing.

Key thematic areas of learning and development will include:

- Procedural justice
- Community engagement
- Partnership working
- Problem solving and crime prevention.

We will establish a specialist Neighbourhood Policing Faculty at our Police College to coordinate all training and realise the standards identified in our Hallmarks alongside an evidence based policing programme. This will be further supported by appropriate selection, retention and succession planning within neighbourhood policing.

We will acknowledge the positive contributions of officers and staff in delivering our Hallmarks and seek opportunities for formal and informal recognition on local, regional and national levels.

HALLMARK 8

DEVELOPING AND SHARING LEARNING

We will establish a Neighbourhood Faculty and identify a strategic neighbourhood policing lead, at Chief Officer level, to champion and promote the neighbourhood function across the Police Service.



Local Policing will lead on the organisational development of Neighbourhood Policing, working closely with our new Neighbourhood Policing Faculty at the Police College and operational frontline functions to identify, record and disseminate operational learning and share good practice.

We will:

- Promote the value of neighbourhood policing in making communities safer and more cohesive, whilst also increasing support for, and confidence in, policing;
- Develop a clear and defined evidence-base on neighbourhood policing practice;
- Encourage reflective practice as standard in all roles - to include routine feedback, debrief and scenario planning;
- Routinely and formally share learning with An Garda Síochána;
- Work with the Northern Ireland Policing Board, Department of Justice and other police services to harness learning and share best practice;
- Maximise our use of social media platforms to support local outcomes, including enhancing visibility, facilitating community engagement, informing and reassuring the public;
- Ensure succession planning is in place in neighbourhood roles to protect continuity of service delivery and relationships;
- Publish role profiles to guide and shape consistent activity and behaviour in practitioner, supervisory and leadership roles.



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