



Northern Ireland Audit Office

Continuous improvement arrangements in policing

REPORT BY THE COMPTROLLER AND AUDITOR GENERAL
17 February 2015



Northern Ireland Audit Office

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This report has been prepared under Section 29 of the Police (Northern Ireland) Act 2000 for presentation to the Northern Ireland Assembly in accordance with Section 30 of the Act.

K J Donnelly

Northern Ireland Audit Office

Comptroller and Auditor General

17 February 2015

The Comptroller and Auditor General is the head of the Northern Ireland Audit Office employing some 145 staff. He, and the Northern Ireland Audit Office are totally independent of Government. He certifies the accounts of all Government Departments and a wide range of other public sector bodies; and he has statutory authority to report to the Assembly on the economy, efficiency and effectiveness with which departments and other bodies have used their resources.

For further information about the Northern Ireland Audit Office please contact:

Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

Tel: 028 9025 1100
email: info@niauditoffice.gov.uk
website: [**www.niauditoffice.gov.uk**](http://www.niauditoffice.gov.uk)

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Executive Summary

Background

1. The Northern Ireland Policing Board (the Board) was established on 4 November 2001 by the Police (Northern Ireland) Act 2000, which was designed to put the recommendations of the Patten Report on policing into practice. At the same time, the Police Service of Northern Ireland (PSNI) came into being, replacing the Royal Ulster Constabulary.
2. Section 28 of the Police (Northern Ireland) Act 2000 requires the Board to make arrangements to secure continuous improvement in the way in which its functions, and those of the Chief Constable, are exercised, having regard to economy, efficiency and effectiveness. The Board is required to prepare and publish a performance plan for each financial year. This includes a section setting out how the continuous improvement arrangements are to be implemented. The Board also has to prepare and publish a performance summary in respect of the previous year.

Basis and scope of the audits by the Comptroller and Auditor General

3. As the Comptroller and Auditor General (C&AG) for Northern Ireland, I am required under Section 29 of the Police (Northern Ireland) Act 2000 to audit the performance plan and performance summary and to send a report to the Board, the Chief Constable and the Department of Justice for Northern Ireland (the Department).

The C&AG's certificate and audit opinion to the Assembly on the Northern Ireland Policing Board's Performance Summary and Performance Plan

4. In accordance with Section 29 of the Police (Northern Ireland) Act 2000 as amended¹, I certify that I have audited the Board's and PSNI's:
 - performance summary for the year ended 31 March 2014; and
 - performance plan for the year ended 31 March 2015.

Basis of my opinion:

5. I planned and performed my work to obtain all the information and explanations that I considered necessary in order to provide an opinion on whether:

(i) for the 2013-14 Performance Summary

– the Northern Ireland Policing Board has prepared and published a summary assessment of its own and the Chief Constable's performance in 2013-14, measured by performance indicators and performance standards. My work included examination, on a test basis, of the evidence supporting the performance indicators and standards set out in the 2013-14 performance plan; and

¹ Police (Northern Ireland) Act 2003; The Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

(ii) for the 2014-15 Performance

Plan – arrangements are in place to secure continuous improvements; the plan includes those matters prescribed in legislation; the arrangements for publishing the performance plan complied with those requirements; and the performance indicators and standards are reasonable.

Main findings of my review

6. I have given an unqualified audit opinion on the 2013-14 Performance Summary and the 2014-15 Performance Plan (see Appendix 1). I have also raised a number of issues and recommendations for the attention of the Board and PSNI. The most significant findings of my review are set out in the following paragraphs.

On 2013-14 performance

7. The Board's Corporate Business Plan for 2013-14 included 41 targets, spread across four main Objectives. Overall, the Board reported that 29 (71 per cent) of its outcomes/targets/activities for the year had been fully achieved, 7 (17 per cent) were not achieved, and the remaining 5 (12 per cent) were partially achieved.

8. The Policing Plan 2013-14 included 28 measures of performance for PSNI, spread across four main themes. Overall, PSNI achieved 18 (64 per cent) measures, with the remaining 10 measures (36 per cent) not achieved.

9. Based upon the information contained within the Board's Annual Report, it is difficult to form a firm conclusion as to the overall performance achieved in 2013-14. For both the Board and PSNI, a significant number of performance targets or measures were not fully achieved in year. I have commented in previous years on the lack of additional explanatory information around measures which have not been achieved and the consequent, detrimental effect upon the reader's understanding of the Board's and the PSNI's performance. It is now time that this matter was addressed.

10. There are currently two on-going reviews of the reliability of the statistics underpinning the performance figures for 2013-14. These are being undertaken by the UK Statistics Authority and Her Majesty's Inspectorate of Constabulary (HMIC) and follow the work in England and Wales carried out by the Public Administration Select Committee and HMIC. It is essential any issues identified in these reviews are addressed by PSNI as quickly as possible.

On the 2014-15 Performance Plan

11. The 2014-15 Performance Plan is included within the Policing Plan for 2014-17. The 2014-15 Plan consists of 11 outcomes, with 29 associated performance measures. There has been a significant increase in the number of performance measures which have been expressed in quantitative terms

Executive Summary

compared to the previous Policing Plan. Nevertheless, there remain areas where further development of the measures is desirable. In particular, there are a number of targets which focus on measuring activities rather than outcomes, and a number of targets expressed in terms of a general level of improvement rather than specifying the level of improvement to be achieved.

On the Continuous Improvement arrangements

12. Fourteen projects were selected for the Continuous Improvement programme in 2013-14². Six of these projects were rolled over from the 2012-13 programme. The majority of the projects being implemented originated in a report produced for PSNI by KPMG, and are being implemented under the 'ServiceFirst' banner. By 31 March 2014, three projects were fully or substantially completed, with the remaining eleven projects being rolled over into the 2014-15 Continuous Improvement programme.
13. The current oversight and reporting schedule for Continuous Improvement projects does not reflect the nature of these projects. Whilst the reporting processes are rooted within the annual financial year reporting cycle, the projects themselves are strategic, large-scale and multi-year in nature. This presents a challenge to the Board in ensuring that it monitors progress effectively over the projects' lifetimes.

The disclosures within the Annual Report do not provide evidence of this; neither do they provide sufficient information to enable the reader to make a judgement on the success of the programme.

Summary of key recommendations

- The Annual Report should provide explanatory information to accompany the reporting of PSNI performance data, to help the public better understand performance or to highlight emerging trends.
- PSNI should ensure that all recommendations arising from the current investigations being carried out by the UK Statistics Authority and HMIC are considered fully and implemented appropriately in a timely fashion.
- The Board should ensure that, wherever possible, performance measures specify the level of performance to be achieved, and the timescale for this. Targets should focus on outcomes rather than activities.
- The Annual Report should provide sufficient, appropriate information to determine the progress being made by the Continuous Improvement programme. The Board should provide clear evidence of the benefits being achieved.

² NI Policing board Annual Report and Accounts 2013-14, pgs 80-83. This Report can be accessed at: http://www.nipolicingboard.org.uk/1-7-14_nipb_annual_report_and_accounts_for_the_period_1_april_2013-31_march_2014.pdf

Part One:
Introduction and Background

Part One: Introduction and Background

Responsibilities of the Northern Ireland Policing Board

- 1.1 Under section 28 of the Police (Northern Ireland) Act 2000, the Northern Ireland Policing Board (the Board) is required to make arrangements to secure continuous improvement in the way in which its functions, and those of the Chief Constable of the Police Service of Northern Ireland (PSNI), are exercised, with regard to economy, efficiency and effectiveness.
- 1.2 The Board must prepare and publish a Performance Plan each financial year, containing details of how these arrangements are to be implemented. In particular, the Plan must:
- identify performance indicators, by reference to which performance in exercising functions can be measured;
 - set performance standards to be met in relation to those performance indicators; and
 - include a summary of the Board's assessment of:
 - its, and the Chief Constable's, performance in the previous financial year, measured by reference to performance indicators; and
 - the extent to which any performance standard, which applied at any time during that year, was met.

- 1.3 In practice, the Board works in partnership with PSNI to develop the Policing Plan and monitor and review progress in its implementation, within an overall context of continuous improvement.

Responsibilities of the Comptroller and Auditor General

- 1.4 Under section 29 of the Police (Northern Ireland) Act 2000, I am required to audit the performance plan (including the assessment of the previous financial year's performance), to establish whether it was prepared and published in accordance with the requirements of section 28 of the Act. Accordingly, I must issue a report:
- certifying that I have audited the performance plan;
 - stating whether I believe the performance plan was prepared and published in accordance with the requirements of section 28;
 - stating whether I believe the performance indicators and standards are reasonable and, if appropriate, recommending changes to them;
 - if appropriate, recommending how the performance plan should be amended so as to accord with the requirements of section 28; and

- recommending whether the Department should give a 'direction' to the Board, under section 31 of the Police (Northern Ireland) Act 2000. Such a direction would require the Board to take appropriate corrective action to ensure compliance with the Act.

1.5 Under section 30 of the Police (Northern Ireland) Act 2000, I may carry out an examination of the Board's compliance with the requirements of section 28.

Scope of the review

1.6 During the course of the review, my staff liaised closely with the Policing Board and the PSNI. My findings are set out as follows:

- Part 2: Review of 2013-14 Performance
 - Part 3: Review of the 2014-15 Performance Plan
 - Part 4: Operation of the Continuous Improvement Programme.
-

Part Two: Review of 2013-14 performance

Introduction

- 2.1 The Board is required to report, each year, a summary of its assessment of:
- its, and the Chief Constable's, performance in the previous financial year, measured by reference to performance indicators; and
 - the extent to which any performance standard which applied at any time during that year was met.

- 2.2 In this part of the report, I consider whether the performance summary published in its Annual Report for 2013-14 meets the Board's statutory obligations.

Scrutinising Performance Outcomes; Achieving Results through Community Engagement and Partnerships; and, Ensuring Value for Money and Productivity. The Plan included a total of 41 targets, spread across these four themes.

- 2.4 In accordance with the legislation, the Board's performance was summarised in its Annual Report for 2013-14. Overall, it reported that 29 (71 per cent) of its objectives for the year had been fully achieved, with a further 7 (17 per cent) partially achieved. The remaining 5 targets (12 per cent) were not achieved (see **Figure 1**).

PSNI performance 2013-14

Policing Board performance 2013-14

- 2.3 The Board's Corporate Business Plan for 2013-14 focused on four main themes – Setting Strategic Direction and Priorities;

- 2.5 The PSNI's performance indicators and measures were set within the context of the overarching aim of increasing the level of confidence in policing. This main objective is to be achieved by:

Figure 1: Policing Board performance against targets, 2013-14

Theme	Targets	Fully Achieved	Partially Achieved	Not Achieved
Setting Strategic Direction and Priorities	11	8	3	0
Scrutinising Performance Outcomes	9	7	2	0
Achieving Results through Community Engagement and Partnerships	11	7	1	3
Ensuring Value for Money and Productivity	10	7	1	2
Total	41	29	7	5

Source: Board Annual Report 2013-14³

- reducing the level of crime and disorder;
- protecting people from harm;
- improving how PSNI delivers its service;
- enhancing engagement, consultation and involvement with the community; and,
- developing how PSNI works in partnership with other organisations.

2.6 During the year, PSNI's performance was subject to regular scrutiny by the Board. This oversight was carried out in part during the Board's monthly meetings, at which Board officials provide a highlight report on performance against targets to Members. This is supplemented by a formal presentation by the Chief Constable on a quarterly basis, with questioning by Board Members. Reports were also provided by PSNI

during the year to Board Committees. At the year end, the Chief Constable submitted a final report to the Board, summarising PSNI's overall achievements against the Performance Plan for the 12-month period.

2.7 The 2013-14 Performance Plan comprised 25 separate performance indicators with 28 associated performance measures⁴. Overall, the Board reported that of the 28 measures set for 2013-14, PSNI met or exceeded 18 (64 per cent), and did not achieve 10 measures (36 per cent) (see **Figure 2** and **Appendix 2**).

2013-14 performance indicators and standards

2.8 I noted in my previous report that the 2012-15 Policing Plan represented a change in focus in setting performance targets for PSNI. The Plan adopted an

Figure 2: PSNI performance against targets, 2013-14

Theme	Measures	Achieved	Not Achieved
Confidence in Policing	7	4	3
Personal Policing	6	3	3
Professional Policing	10	7	3
Protective Policing	5	4	1
Total	28	18	10

Source: Board Annual Report 2013-14⁵

4 This figure excludes those targets related to road safety, which were set by Road Safety Strategy 2020. The Strategy can be accessed at: http://www.doeni.gov.uk/roadsafety/northern_ireland_s_road_safety_strategy_to_2020_final_version.pdf

5 NI Policing Board Annual Report and Accounts 2013-14, pgs 42-74

Part Two: Review of 2013-14 performance

approach based on more qualitative targets, with a reduced emphasis on quantitative targets. Only two of the performance measures within the plan were specific in quantifying the level of improvement to be achieved. These were in relation to the level of overall crime, and achieving an increase in the level of crime outcomes⁶. For this reason, I qualified my opinion.

- 2.9 Given that the 2013-14 Policing Plan represents an annual update to the 2012-15 Plan, these criticisms remain relevant to the performance targets used for the 2013-14 year. I remain of the opinion that it is a fundamental principle of performance monitoring that targets should specify a minimum level of performance and define aspirations for improvement. The Board and PSNI have sought to address this issue by developing an entirely new Policing Plan to cover 2014-17, rather than producing a 2014-15 annual update to the 2012-15 Plan. This contains a significantly increased number of quantitative targets and has resolved for now the major issue which caused me to qualify my opinion last year.

2013-14 performance reporting

- 2.10 Significant efforts have been made to improve the quality of the information provided in the Annual Report. For example, where possible the Annual Report has included data allowing comparison of PSNI's performance against that being achieved by PSNI's

Most Similar Forces⁷. The inclusion of three year time series figures for a number of targets allows for improved analysis of the data. This presentation enhances the quality of disclosure of performance data, and helps the reader to develop a more complete understanding of PSNI's performance in the year.

- 2.11 There remain areas where further improvements could be made. In particular, the absence of commentary accompanying the disclosure of data is still an issue. Explanatory information would be particularly useful in areas where the final performance outcome differs significantly from the target set, that is, the actual increase/decrease in a particular indicator is significantly higher or lower than the specified target level. Information would also be useful where there appears to be a particular trend emerging. For example, in 2013-14 there was a significant decrease in the recorded number of antisocial behaviour incidents, from 65,537 in 2012-13 to 60,706 in 2013-14, a fall of 7.1 per cent⁸. The three year trend chart accompanying this data would appear to indicate a decreasing number of antisocial behaviour incidents over a longer period. However, no explanation is given for this trend. Such information would help the reader to better understand PSNI's performance.
- 2.12 I have raised this issue in previous reports. It is now time that it was addressed by the Board and PSNI. I will review the information provided in the

6 This figure excludes those targets related to road safety, which were set by Road Safety Strategy 2020.

7 Most Similar Forces are those police services which are determined by HMIC to be the other police services in the United Kingdom most similar to a particular police service. This is determined through comparing the social and economic contexts in which the services operate.

8 NI Policing Board Annual Report and Accounts 2013-14, pg 45-46

2014-15 Annual Report and comment in next year's report.

- 2.13 The overall number of crimes rose to 102,746 in 2013-14, an increase of 2,357 (2.3 per cent) from 2012-13⁹. The increase in overall crimes was accompanied by a decrease in the overall number of crime outcomes achieved, which fell from 29,638 in 2012-13 to 27,975 in 2013-14, a decrease of 1,663 (5.6 per cent)¹⁰.

Recommendation

The Annual Report should provide explanatory information to accompany the reporting of PSNI performance data, to help the public better understand performance or to highlight emerging trends.

staffed by statisticians seconded to PSNI from the Northern Ireland Statistics and Research Agency (NISRA), and PSNI administrative staff. Statistics Branch uses information drawn from PSNI's crime recording system, NICHE, to compile the analysis produced in the Annual Report. Where information is sourced from outside Statistics Branch, the Branch produces a Statistics Validation Report to provide assurance on the accuracy and reliability of these figures.

- 2.16 I have noted the recent reports published by the House of Commons Public Administration Select Committee¹¹, and HMIC¹². Both reports voiced significant concerns over the reliability of crime statistics recorded by police services in England and Wales. In January 2014, following their own investigation, the United Kingdom Statistics Authority removed the designation of 'National Statistics' from police recorded crime statistics in England and Wales.

Validity of underlying statistics

- 2.14 I am not required to audit the published performance results. However, as regards the data systems underpinning the performance reporting, my staff carried out an exercise to review the reliability of the statistics underpinning the report. There were no significant issues arising from this work.
- 2.15 The statistics used to report on PSNI performance are mostly produced by PSNI Statistics Branch. This Branch is

- 2.17 I have considered whether the issues identified in these reports are relevant to the crime statistics produced by PSNI. PSNI believes that its statistics regime possesses a number of strengths compared with police services in England and Wales¹³, safeguarding the reliability of PSNI recorded crime statistics. In response to these reports, PSNI initiated an internal audit of

9 NI Policing Board Annual Report and Accounts 2013-14, pg 44

10 NI Policing Board Annual Report and Accounts 2013-14, pg 74

11 The report of the Public Administration Select Committee, 'Caught red-handed why we can't count on Police Recorded Crime statistics', can be accessed at <http://www.publications.parliament.uk/pa/cm201314/cmselect/cmpubadm/760/760.pdf>

12 The Interim HMIC report, 'Crime recording – a matter of fact', can be accessed at <http://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/2014/05/crime-data-integrity-interim-report.pdf>

13 NI Policing Board Minutes, Questions to the Chief Constable, December 2013. Full minutes can be accessed at the following link: <http://www.nipolicingboard.org.uk/index/meetings/submitted-a-question.htm>

Part Two: Review of 2013-14 performance

recorded crime statistics quality in December 2013. The findings were presented to PSNI's Risk, Demand and Resourcing Committee, and a working group was established to implement the audit recommendations.

- 2.18 There are currently two ongoing reviews of PSNI's crime statistics. The UK Statistics Authority is carrying out an assessment of PSNI's quality assurance procedures including its approach of having independent seconded staff overseeing the compilation of crime statistics; and HMIC is conducting an audit of PSNI's Crime Data Integrity, similar to the audits in England and Wales. I will consider the results of these reviews in my next report.

Recommendation

PSNI should ensure that all recommendations arising from the current investigations being carried out by the UK Statistics Authority and HMIC are considered fully and implemented appropriately in a timely fashion.

Conclusion

- 2.19 The Board has published its assessment of its own and PSNI's performance in 2013-14 in line with its statutory responsibilities. This has benefitted from the disclosure of more information, including additional comparative figures and performance trends over time, enabling a more informed assessment of performance. These improvements represent good progress towards greater levels of openness and transparency. Nevertheless, there is still more to do to provide commentary and explanatory information supporting the performance data.

Part Three:
Review of the 2014-15 Policing Plan

Part Three: Review of the 2014-15 Policing Plan

Introduction

- 3.1 In this part of the report, I consider whether:
- the performance plan for 2014-15, published in the 2014-17 Policing Plan, meets the Board's statutory obligations; and,
 - the proposed performance indicators and standards are reasonable.

way to create an annual performance plan which implemented my previous recommendations¹⁴.

- 3.4 The development process for previous Policing Plans has been hindered by a difficult relationship between the Board and PSNI. There is evidence of a much improved working relationship emerging as they developed the Policing Plan 2014-17. This is a positive development, which both parties will need to work hard to sustain.

Development of the Policing Plan 2014-15

- 3.2 The measures included within the Policing Plan are structured around four objectives:
- Confidence in Policing – promoting stronger levels of confidence in the level of service PSNI provides;
 - Personal Policing – dealing with local concerns;
 - Professional Policing – delivering an excellent service; and
 - Protective Policing – tackling serious harm.

- 3.5 The improvement in relations between the Board and PSNI was complemented by the introduction of a new timetable for the development of the Plan, which has been an important driver of the collaborative approach. The process began with a two day strategy event, to take stock of PSNI's previous performance and to identify the key priorities to be addressed in the Plan. This provided a strong foundation upon which to undertake the more detailed discussions in relation to specific performance targets.

- 3.3 The new Policing Plan 2014-17 is a departure from the Board's planned approach, which was to produce a 2014-15 annual update to the Policing Plan 2012-15. The Board made this decision as it was deemed the best

- 3.6 Following on from the strategy event, the development process for the Plan has been characterised by regular communication between the Board and PSNI. There is evidence of both the Board and PSNI exercising a challenge function and agreeing appropriate compromises. Efforts have been made to base the plan upon robust assumptions and professional expertise within both organisations. Perhaps most importantly, senior officials from

14 NI Policing Board Policing Plan 2014-17, pg 2. This document can be accessed at: http://www.nipolicingboard.org.uk/policing_plan_2014_-_2017.pdf

both organisations have been regularly involved throughout the development process. The Board has also completed a post-implementation review, designed to further improve the process used to develop the annual Policing Plan.

Performance indicators and standards

3.7 The Policing Plan 2014-17 comprises 11 outcomes, with 29 associated performance indicators and a further 50 associated performance measures (see **Appendix 3**). There has been a significant increase in the number of performance measures which are expressed in quantitative terms within the Plan - 13 compared with two in the previous year¹⁵.

3.8 This is the significant factor in my decision to give an unqualified opinion on the Plan. Nevertheless, there are a number of areas where further progress is desirable:

- Ten performance measures within the Plan continue to focus on measuring activity, rather than examining the outcomes of that activity. For example, the measure “To continue the delivery of key strategies to support service delivery” does not provide any measurement of the improvements being sought. Performance targets provide a measurement of the benefits delivered by particular activities.
- Seven performance measures within the Plan could be quantified. For

example, the measure “To increase the overall percentage of all victims who are updated within 10 days on what is being done to investigate the crime” would appear to be one of a number of measures which would benefit by being expressed in terms of a standard to be achieved.

- The Plan includes a number of performance measures which are standard operating requirements for any public sector organisation. For example, one performance measure is to “Maintain unqualified Annual Accounts for 2013-14 with audit clearance by June 2014”. Measures such as this represent no more than ‘business as usual’ and as such, their impact on continuous service improvement is negligible. The Plan should only include targets which are designed to improve performance.
- As in previous years, the performance measures in respect of the Road Safety Strategy have been set with reference to the performance level to be achieved by 2020. As a result, these performance measures have no meaning within the context of the period covered by the Plan. Establishing interim targets would provide greater context for current achievements. Alternatively, a commentary in the Annual Report, explaining the measures implemented so far, what has been achieved, and what remains to be done in order to meet the final target, would be beneficial.

15 This figure excludes those targets which originate in the Road Safety Strategy 2020. This document can be accessed at: http://www.doeni.gov.uk/roadsafety/northern_ireland_s_road_safety_strategy_to_2020_final_version.pdf

Part Three: Review of the 2014-15 Policing Plan

- With the exception of the performance measures set in relation to Road Safety, all of the targets within the Policing Plan are set with achievement dates of 31 March 2015. There are no performance measures set for the full three year term of the Policing Plan. The creation of a three-year plan, especially in the first year, provides an opportunity to focus attention on key areas over the medium term. While the Board and PSNI have a statutory obligation to set performance targets on an annual basis, the potential for setting some performance targets over a three-year period could be explored as a method of driving continuous improvements.

Recommendations

The Board should ensure that, wherever possible, performance measures specify the level of performance to be achieved, and the timescale for this. Targets should focus on outcomes rather than activities.

The Board should not include targets within the Policing Plan which represent no more than the basic operating requirements of any public sector organisation.

The Board should establish annual targets to determine the progress being made towards the 2020 performance targets derived from the Road Safety Strategy. Alternatively, appropriate commentary in the Annual Report could be used to demonstrate progress towards the 2020 targets.

The Board and PSNI should explore the potential for including performance targets which specify the performance to be achieved over the medium term. As the Policing Plan covers a three year period, it may be worthwhile to include some performance targets to be achieved by the end of the period.

Conclusion

- 3.9 The Board has published a new Policing Plan to cover 2014-17 which meets its statutory obligations. The Plan includes more performance measures which are expressed in quantitative terms. This represents a significant improvement on previous policing plans. Nevertheless, there remain areas where further improvement is desirable. I expect to see further refinement of the Policing Plan in future years.

Part Four: Operation of the Continuous Improvement programme

Introduction

4.1 The Police (Northern Ireland) Act 2000 requires the Board to make arrangements to secure continuous improvement within its and PSNI's functions, having regard to a combination of economy, efficiency and effectiveness. The Board is also required to carry out reviews of the way in which its functions are exercised.

4.2 This part of the report examines the specific continuous improvement programmes operating within the Board and PSNI.

Continuous Improvement within the Policing Board:

4.3 The Board's approach to continuous improvement for 2013-14 consisted of a single project:

- to implement and subsequently review the effectiveness of the Board's revised Committee Structure.

4.4 This project was complementary to the Board's Business Plan target: 'To implement and review a new Board and Committee structure to ensure a more strategic focus in the conduct of business by 31 March 2014'. The Board's Annual Report 2013-14 confirms that this target was achieved¹⁶.

4.5 For 2014-15, the Board has a single Continuous Improvement target:

- to implement the recommendations arising from the ongoing review of the Northern Ireland Policing Board Committee Structure.

4.6 This review encompasses a survey of Committee 'Users' (including members, staff and key stakeholders) by NISRA statisticians, supplemented by an Internal Audit of the Committee Structure and Standing Orders.

Continuous Improvement within the PSNI

Methodology

4.7 The approach to continuous improvement adopted by PSNI in 2013-14 is similar to that of previous years, employing a three strand approach:

- strategic improvement projects;
- a programme of external inspections; and
- regular assurance on the status of projects, in the form of updates to the Policing Board Resources Committee.

Management of the process lies with the PSNI's Process Improvement Unit, under the direction of the Deputy Chief Constable.

Strand 1: Improvement projects 2013-14

4.8 Fourteen projects were agreed for the programme in 2013-14 (see **Figure 3** and **Appendix 4**). Six of these projects were rolled over from 2012-13. The majority of these projects were originally proposed in a report commissioned by PSNI from KPMG. This report recommended:

- a programme of transforming back office functions to improve productivity;
- progression of a workforce modernisation plan; and
- the development of opportunities to transform delivery of front office functions to increase efficiency and release resources which could be used to improve performance.

4.9 The projects originating from this report are being implemented under the 'ServiceFirst' banner. Further projects, separate to those identified by KPMG, are included under the Continuous Improvement programme based upon their strategic significance to PSNI.

Figure 3: PSNI Continuous Improvement projects 2013-14 (see also Appendix 4)

- 'ServiceFirst' Victim and Witness Care
- 'ServiceFirst' CSI Attendance
- 'ServiceFirst' Forensic Processing
- 'ServiceFirst' Intelligence
- 'ServiceFirst' Human Resources
- 'ServiceFirst' Workforce Optimisation/Back Office
- 'ServiceFirst' Firearms and Roads Policing
- Operational Policing Model Support Projects:
 - 'ServiceFirst' Call handling
 - 'ServiceFirst' Attendance at Calls
 - 'ServiceFirst' Volume Crime Investigation
 - 'ServiceFirst' Duties Management
- Custody Provision – Custody Suite Estate
- Custody Provision – Healthcare
- New Public Services College
- Reducing Offending in Partnership Programme
- Reviewing the Operational Policing Model
- LOCATE

Part Four:

Operation of the Continuous Improvement programme

4.10 Each project is assigned a senior PSNI member to lead and deliver, with a Programme Board (of which there are four in total, each chaired by an Assistant Chief Constable and another member of senior management) responsible for tracking project progress.

4.11 In my previous report, I recommended that Policing Board members should take advantage of the opportunity open to them to sit on the PSNI's Continuous Improvement Programme Boards. There is some evidence that this recommendation has begun to be implemented. However, I am aware that PSNI has recently decided to discontinue the Programme Boards. It remains essential that members of the Board take an informed interest in delivering these projects.

Strand 2: External inspections 2013-14

4.12 As in previous years, a co-ordinated programme of external inspections of PSNI was completed. These were largely undertaken by the Criminal Justice Inspectorate for Northern Ireland (CJINI), with the remainder carried out by HMIC (see **Appendix 5**). All reports and corresponding recommendations accepted by the PSNI Service Executive Team are captured on the 'Overview' database, and tracked through to final completion. Outstanding recommendations are also an agenda item of the Audit and Risk Committee. The CJINI and HMIC inspection programmes extend across all aspects of PSNI's work, and there is no particular

focus on the Continuous Improvement projects.

Strand 3: Project assurance – 2013-14 Continuous Improvement programme

4.13 This strand seeks to provide assurance to the Policing Board's Resources and Improvement Committee on the fourteen continuous improvement projects.

4.14 Milestone plans detailing the objective, scope, benefits and expected deliverables for each project are prepared for each financial year, and presented to the Policing Board on a 6-monthly basis.

4.15 On completion of a Continuous Improvement project, a Project Implementation Review (PIR) should be carried out by PSNI to review implementation, the extent to which targets and milestones were met, and to assess the initial impacts of the project. In my previous report, I recommended that the Board should secure copies of all PIRs to enhance its scrutiny of continuous improvement projects. This recommendation was accepted by the Policing Board. It has not been possible to confirm whether this recommendation has been fully implemented, as PIRs have not yet been completed for those projects reported as completed in the Annual Report. I will revisit these reports in next year's audit.

Continuous Improvement programme performance

- 4.16 **Appendix 4** provides details of each of the 2013-14 Continuous Improvement projects, along with a short summary of the outcomes and progress to date at 31 March 2014¹⁷. Overall, three projects were delivered on schedule. The remaining eleven have been rolled forward into 2014-15.
- 4.17 A large proportion of Continuous Improvement projects have not been completed within their published timescales. This should lead the Board to question how realistic the projects' timescales are. Failure to complete projects as planned may undermine PSNI's ability to deliver continuous service improvement or to reduce expenditure in an increasingly difficult budgetary environment.
- 4.18 The current oversight and reporting schedule does not reflect the nature of the current Continuous Improvement projects. The reporting processes are rooted within the financial year annual reporting cycle (for example, the 6-monthly Milestone Reports; Post Implementation Reviews; and, the Board's Annual Report). The actual projects are not conceived as such. Instead, they are large-scale strategic projects designed to be implemented over a number of financial years.
- 4.19 The Annual Report does not present any detailed analysis of each project, beyond whether each project has

progressed in line with the published timeline. In particular, no analysis is provided showing either the significant outcomes to date, for example savings achieved so far, or the projected benefits upon completion. Such analysis is necessary to make a judgement on the Continuous Improvement programme. At present it is difficult to link the programme as reported to any tangible operational improvements within PSNI. There is no means of weighing the significance of different projects against each other in terms of the benefits to be delivered. This ambiguity, combined with the high number of projects being rolled forward each year, makes it difficult to identify clearly the benefits being delivered by the programme.

Recommendations

PSNI should ensure that the timescales set for the full completion and implementation of Continuous Improvement projects are realistic, and that sufficient resources are available to enable projects to be completed as planned.

Information provided to the Board relating to strategic, multi-year projects should relate to the entirety of the project, not merely 6-monthly or annual periods. The Board requires an overview of the project in its entirety, as well as more detailed analysis of the particular phase that the project is currently in.

The Annual Report should provide sufficient, appropriate information to determine the progress being made by the Continuous Improvement programme. This should provide clear evidence of the benefits being achieved.

Part Four: Operation of the Continuous Improvement programme

Continuous Improvement Strategic Working Group

4.20 A Continuous Improvement Strategic Working Group, organised and chaired by the Policing Board, was set up in 2004. This has provided a forum to discuss the development and implementation of a continuous improvement environment within each of the two organisations. It has also helped to ensure a level of co-ordination in the external inspection activity involving PSNI, avoiding unnecessary duplication. As well as the Board and PSNI, the group currently includes the Department, CJINI, Her Majesty's Inspectorate of Constabulary and the Northern Ireland Audit Office.

4.21 I have reported previously that the group has not met over several years, despite periodic attempts to re-launch it. For example, it did not meet at all in 2012-13. More recently, there has been an attempt to reinvigorate the process. The group held its first meeting for some time in January 2014, which was followed by another meeting in September 2014. This is a welcome development and should be continued.

Conclusion

4.22 The Board has made arrangements to secure continuous improvement within its and PSNI's function as required by the Police (Northern Ireland) Act 2000. However, in recent years a large number of projects have not been completed within published timescales. The reporting of the Continuous Improvement programme does not provide sufficient, appropriate information to determine progress. Further efforts are necessary to improve the quality of reporting in this area.

Appendix 1:

The Comptroller and Auditor General's certificate and opinion to the Assembly on the Northern Ireland Policing Board's Performance Plan and Performance Summary

1. In accordance with Section 29 of the Police (Northern Ireland) Act 2000 as amended, I certify that I have audited the Northern Ireland Policing Board and Police Service of Northern Ireland's:
 - performance summary for the year ended 31 March 2014; and
 - performance plan for the year ended 31 March 2015.

Basis of my opinion

Audit of the Performance Summary

2. I planned and performed my work to obtain all the information and explanations that I considered necessary in order to provide an opinion on whether the Northern Ireland Policing Board has prepared and published a summary of the Board's assessment of its own, and the Chief Constable's performance in 2013-14, measured by reference to performance indicators and performance standards.
3. My work comprised a review and assessment and, where appropriate, examination on a test basis of the evidence supporting performance against the indicators and standards as prescribed in the 2013-14 Performance Plan. I obtained sufficient evidence to satisfy myself that the summary provided includes those matters prescribed in legislation, and that the arrangements for publishing the summary complied with those requirements.

Audit of the Performance Plan

4. I planned and performed my work to obtain all the information and explanations that I considered necessary in order to provide an opinion on whether:
 - the plan has been prepared and published in accordance with statutory requirements; and
 - the performance indicators and performance standards for 2013-14 are reasonable.
 5. My work comprised a review and assessment of the plan and, where appropriate, examination on a test basis of relevant evidence sufficient to satisfy me that arrangements to secure continuous improvements are in place, that the plan includes those matters prescribed in legislation, and that the arrangements for publishing the plan complied with those requirements.
-

Appendix 1 (continued)

Opinion

6. In my opinion:

- the Northern Ireland Policing Board has prepared and published its and the Police Service of Northern Ireland's performance summary for the year ended 31 March 2014 in accordance with the requirements of Section 28 of the Police (Northern Ireland) Act 2000;
- the Northern Ireland Policing Board has prepared and published its Policing Plan for the year ended 31 March 2015, as required by the Police (Northern Ireland) Act 2000; and
- the performance indicators included within the Policing Plan 2013-14 are reasonable.

Recommendation to the Department of Justice

7. Under section 29 of the Police (Northern Ireland) Act 2000, I am required to make a recommendation as to whether the Department of Justice should issue a direction to the Policing Board under section 31 of the Act.
8. On the basis of my work, I do not recommend that the Department of Justice issues a direction under section 31 of the Police (Northern Ireland) Act 2000.

Kieran Donnelly

Comptroller and Auditor General

106 University Street

Belfast

BT7 1EU

17 February 2015

Appendix 2: PSNI Performance against Targets 2013-14

(Paragraph 2.7)

(Extract from Northern Ireland Policing Board Annual Report 2013-14 Pages 41-72)

Confidence in Policing Desired outcome – Improved confidence in policing

Increase the level of confidence/satisfaction in policing. The percentage of people saying they strongly agree/tend to agree that the local police:

	Jan 12 to Dec 12 %	Jan 13 to Dec 13 %	Change
a) Can be relied on to be there when you need them	51.4	54.6	+3.2*
b) Would treat you with respect if you had contact with them	84.6	84.3	-0.3**
c) Treat everyone fairly regardless of who they are	66.0	66.1	+0.1**
d) Can be relied on to deal with minor crimes	51.2	51.7	+0.5**
e) Understand the issues that affect this community	62.8	62.0	-0.8**
f) Are dealing with the things that matter to this community	51.2	51.2	–
Overall confidence in local police	64.8	67.3	+2.5

Statistical significance of change at the 5% level (two-tailed test) is indicated by an asterisk (*). Non-statistically significant changes are indicated by a double asterisk (**).

Appendix 2: (continued)

Personal Policing

Reduced level of crime and antisocial behaviour, less road trauma and fewer victims

The number of recorded crimes – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
100,389	102,746	2,357	2.3%
The number of Antisocial Behaviour Incidents – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
65,357	60,706	-4,651	-7.1%
The percentage of people who perceive the level of Antisocial Behaviour to be high in their local area			
2012	2013	Change	
11.1%	9.8%	-1.3%	
The number of burglaries – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
9,581	9,067	-514	-5.4%
The number of burglaries (Older People as Victims) – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
1,333	1,367	34	2.6%

Appendix 2: (continued)

Reducing the harm caused by drugs in local neighbourhoods – Demonstration of initiatives aimed at removing drugs from the community

PSNI have made the following drug seizures in the 2013-14 Financial year to date:*

- Cannabis: Herbal – 209.6kgs (£2,096,000); Resin – 26.6kgs (£133,000); Plants – 7,880 (£3,940,000)
- Cocaine: 17.8kgs (£1,068,000)
- Mephedrone: 2.6kgs (£52,000)
- Ecstasy Tablets: 7,146 (£35,730)
- Amphetamine: 6.7kgs (£67,000)
- There have been 3,645 drug seizure incidents during the same time period with 2,374 arrests. The above figures whilst representing a slight decrease in drug seizures (4%) do not include those drug seizures which are awaiting forensic analysis (5%) and as such PSNI would anticipate a slight improvement in drug seizures this financial year. It is also worth noting that these results have come on the back of what has been a significantly challenging year for PSNI in terms of demand for resources, a year which has seen the successful delivery of G8, the World Police and Fire Games and increasing demands for ongoing public disorder capability.
- Operation Torus ran for a second period between 23 September and 28 October 2013 with the aim of increasing enforcement against street level drug suppliers. Overall the operation increased drug seizures as well as intelligence and Crimestopper reports from the public.
- During November 2013 as part of PSNI's wider approach to tackling the harm caused by new psychoactive substances (legal highs) an interagency operation which included police, Belfast City Council, the Public Health Agency and the Forum for Action on Substance Abuse (FASA) took place in Belfast City Centre.
- In December 2013 officers from Newtownards in conjunction with FASA hosted an accredited substance and alcohol awareness course at the offices of North Down Community Assistance.
- On 24 February 2014 a new anti-drugs campaign was launched to hit home with communities who hold the key to helping take drug dealers off our streets. The 'Drug Dealers Don't Care, Do You?' campaign is aimed at tackling the issue of drugs, and drug dealing, in communities across Belfast, and has been developed by the Belfast Policing and Community Safety Partnership (PCSP) and Crimestoppers.
- In February 2014, as part of the RAPID (Remove All Prescription and Illegal Drugs) community safety initiative, a drug drop safe was installed in the Falls Community Council Building to provide a mechanism for local residents to dispose of illegal drugs, unused prescription pills and legal highs anonymously.

*Figures at 27 February 2014.

Appendix 2: (continued)

The number of people killed in road collisions – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
53	60	7	13.2%
The number of people seriously injured in road collisions – Most recent 12 months			
2012-13	2013-14	Change	% Change
779	725	-54	-6.9%
The number of children (0-15yrs) killed or seriously injured in road collisions – Most recent 12 months			
2012-13	2013-14	Change	% Change
87	79	-8	-9.2%
The number of young people (16-24yrs) killed or seriously injured in road collisions – Most recent 12 months			
2012-13	2013-14	Change	% Change
204	180	-24	-11.8%

The rate of crime outcomes achieved – Most recent 12 months					
Method of Disposal	Number of Outcomes		Outcome Rates (%)		
	2012-13	2013-14	2012-13	2013-14	Change
Charge/Summons	22,574	21,231	22.5%	20.7%	-1.8%
Adult Caution	2,473	2,325	2.5%	2.3%	-0.2%
Juvenile Caution	997	851	1.0%	0.8%	-0.2%
Taken Into Consideration	100	35	0.1%	0.0%	-0.1%
Penalty Notice for Disorder	359	826	0.4%	0.8%	0.4%
Discretionary Disposals	3,133	2,703	3.1%	2.6%	-0.5%
No prosecution/offender died before proceedings	2	4	0.0%	0.0%	0.0%
Total Outcomes	29,638	27,975	29.5%	27.2%	-2.3%
Total Number of offences	100,389	102,746			

Appendix 2: (continued)

Professional Policing – Improved satisfaction with policing			
The number of cases resolved by the use of discretion – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
5,925	4,731	-1,194	-20.1%
The amount of time spent by each officer on patrol			
2012-13	2013-14	Change	
62%	62.2%	0.2%	
The number of allegations of incivility – Most recent 12 months			
2012-13	2013-14	Change	% Change
508	539	31	6.1%
The number of allegations of oppressive behaviour – Most recent 12 months			
2012-13	1 Mar 13 – 28 Feb 14	Change	% Change
1,535	1,985	450	29.3%
The number of allegations of failure in duty – 2013-14 Financial year			
2012-13	2013-14	Change	% Change
1,981	2,235	254	12.8%
Maintains operational capability whilst ensuring high standards of leadership, governance and capability			
Covered under objective 4.1 of the NIPB Business Plan 2013-14.			

Appendix 2: (continued)

Protective Policing – Vulnerable people are protected

The number of Organised Crime Gangs frustrated, disrupted and dismantled – 2013-14 Financial Year

	Frustrated	Disrupted	Dismantled	Total No. Of OCGs Currently Monitored
2013-14	49	50	16	141

The actions taken to reduce the harm caused by human exploitation

- PSNI continue to be represented on a national Association of Chief Police Officers Regional Representatives Group Meeting on Human Trafficking and Organised Immigration Crime.
- Operation Eagle, a national overarching operation was implemented across the UK in April 2013.
- National Centre for Applied Learning Technologies (NCALT) Training delivery is continuing across PSNI.
- The recently formed NGO Engagement Group around Human Trafficking, under the auspices of the Organised Crime Task Force has continued to meet and discuss relevant matters.
- The Organised Crime Task Force 'Changing the Mindset' initiative is continuing with the production of a DVD entitled 'Organised Crime Closer than you Think'.
- Training/awareness raising within Belfast City Council, Health board, Belfast Health and Social Care Trust, and a number of community groups continues to be delivered by PSNI in order to raise awareness of crime type issues and public confidence.
- Interaction has occurred at PCSP level regarding Human Trafficking, with representation on the NGO Engagement Group.
- Continuing interaction with Europol and the United Kingdom Human Trafficking Centre (UKHTC) regarding internet usage in relation to Prostitution/Trafficking for sexual exploitation, and on a number of ongoing investigations.
- PSNI has been engaged with research programmes in Queens University Belfast regarding Prostitution and Human Trafficking, and on a project to examine information within the National Referral Mechanism (NRM) process relating to victims in Northern Ireland over a three year period.
- PSNI continue to work closely with DoJ and other partners within the Organised Crime Task Force surrounding 2014-15 Action Plan in respect of Human Trafficking and considerations around Lord Morrows Private Members Bill and the Modern Slavery Bill.

Appendix 2: (continued)

The actions taken to reduce the harm caused by drugs			
The number of drug seizures – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
4,474	4,825	351	7.8%
Organised Crime Branch have made the following drug seizures in the current financial year (1 April 2013 – 25 February 2014):			
<ul style="list-style-type: none"> • Cannabis: Herbal – 166kgs (£3,084,000); Resin – 5.06kgs (£25,300); Plants – 3,500 (£1,931,500) • Cocaine: 21kgs (£1,290,000) • Ecstasy: 5,050 tablets (£133,000) • Mephedrone: 3.7kgs (£70,000) • Valium: 46,800 (£45,000) 			
The number and amount of interventions into criminal finances – 2013-14 Financial Year			
	2012-13	2013-14	Change
Number of interventions	196	174	-22
Value of cash seizures	£1,744,538	£1,388,334	-£356,204
Value of confiscation orders	£1,054,068	£1,501,908	£447,840
Non-domestic violent crimes involving injury			
The number of non-domestic violent crimes involving injury – 2013-14 Financial Year			
2012-13	2013-14	Change	% Change
11,258	10,445	-813	-7.2%
Alcohol related crime			
The number of Antisocial Behaviour incidents where alcohol is a contributory factor			
	All	Alcohol related	Alcohol as % of all
2012-13 Financial Year	65,357	8,390	12.8%
2013-14 Financial Year	60,706	8,468	13.9%

Appendix 2: (continued)

The number of crimes where alcohol is a contributory factor by crime type – 2013-14 Financial Year					
	2013-14 Financial Year			Outcome Rate – 2013-14 Financial Year	
	All	Alcohol related	Alcohol related as %	All	Alcohol related
Domestic violence with injury	3,691	2,152	58.3%	33.8%	34.3%
Non-domestic violence with injury	10,445	5,982	57.3%	32.6%	32.3%
Most Serious Sexual crime	1,939	304	15.7%	18.6%	20.7%
Violence without Injury	18,246	6,442	35.3%	29.4%	41.9%
Criminal Damage	19,889	2,725	13.7%	15.6%	50.4%
Total all crime	102,746	20,418	19.9%	27.2%	41.0%

Improve the quality of engagement with, and service provided to, the following groups:

- **Children and Young People, in particular males aged 16-24 and Children in Care**
- **Older People**
- **Victims of Domestic Abuse**
- **Victims of Hate Crime**
- **Victims of Serious Sexual Crime**

Demonstrated improved quality of engagement

Children and Young People

- Youth Engagement Clinics in partnership with Youth Justice Agency, PPS and Courts – 335 young people have now opted to have their cases dealt with through Youth Engagement Clinics since the start of the Pilot in October 2012.

Older People

- Ongoing anti-rogue trading project, which features the use of 'No Cold Calling Zones' by older/vulnerable people and pilot signage/media activity/advertising in Crime Pattern Analysis-identified areas, being delivered in partnership with a working group which includes Commissioner for Older People NI, Age NI and Trading Standards NI.
- Awareness activity by PSNI Crime Prevention Officers, using 'No Cold Calling Zone' window stickers, to improve understanding of doorstep crime and empower older/vulnerable people to use the PSNI-led Quick Check and Rogue Trading projects to keep the would-be criminals away from their home.
- Delivery of pilot signage during February 2014 for soft launch in Crime Pattern Analysis-identified areas and media/advertising (led by PSNI Corporate Communications).
- Continued work through the Safer Aging Platform with the DoJ and other partners to improve service and communication.

Appendix 2: (continued)

Victims of Domestic Abuse

- In October 2013, a strategic document entitled 'Domestic Abuse A joint Response within the Defence Community' was signed off by senior representatives from the Royal Military Police, Ministry of Defence Police, PSNI, Women's Aid Federation, Army Welfare Service, Victim Support NI, and, the Soldiers, Sailors, Airmen & Families Association (SSAFA). The document outlined the action, support and collaboration between the agencies in assisting victims of domestic abuse as well as facilitating prosecutions against perpetrators thereof.
 - In compiling an analytical Problem Profile on domestic abuse, representatives from the PSNI Analysis Centre and Service Improvement Department met with a number of agencies to gather feedback about the police response to domestic abuse. Agencies contributing to this document included: NSPCC, Northern Ireland Council for Ethnic Minorities, The Rainbow Project, Men's Action Network and Women's Aid.
 - In conjunction with colleagues in the Probation Board, representatives from the Service Improvement Department have developed a Framework for the Assessment of Domestic Abuse, for use by designated risk managers in reporting cases to local area Public Protection Panels. Six training sessions were held across the province throughout February 2014.
 - The PSNI are supporting research being conducted by Tizard Domestic Violence Project into the impact of domestic violence and women with learning disabilities.
 - In February 2014, the Domestic Abuse Champion met with a number of female victims of domestic abuse at a Women's Aid Refuge in County Antrim. Furthermore, the Domestic Abuse Champion also met with a number of female victims of domestic abuse at North Down and Ards Women's Aid Centre.
-

Appendix 2: (continued)

Victims of Hate Crime

- DoJ Hate Crime Strategic Steering Group – Partnership working continues with the DoJ on the Hate Crime Steering Group and includes specifically addressing support for victims and reporting mechanisms. Further meetings during the autumn and winter months have been held to progress work in relation to the reporting of Hate Crime and support for victims of Hate Crime.
- Strategic Consultation Group – Four separate Independent Advisory Groups have now been amalgamated with the Northern Ireland Policing Board's reference groups and a strategic consultation forum established which met for the first time on 29 November 2013 to primarily discuss the forthcoming Policing Plan. It is envisaged that a further meeting will take place in the last quarter of 2013-14.
- Disability Hate Crime Road Shows to Raise Awareness – Work is ongoing in partnership with Disability Action to raise awareness of disability Hate Crime via road-shows at the community level across Northern Ireland as well as the meetings of the joint forum with the Northern Ireland Policing Board which includes representation from the disability sector. Information in relation to disability Hate Crime has been forwarded and circulated to GP practices and pharmacists via their newsletter by the Regional Adult Safeguarding Officer, Health and Social Care Board.
- LGB&T and Trans Forums- the Trans Forum was attended on 27 November 2013 and 18 February 2014 to address issues that are experienced by the Trans community. Liaison continues with members of the LGB&T forum to keep abreast of arrangements for International Day Against Homophobia and Transphobia week 2014.
- Hate Crime Internal Input – Policing with the Community Branch coordinated the Lead Hate and Signal Crime meetings on 26 September 2013 with a disability Hate Crime theme and input from Leonard Cheshire/Mencap and Disability Action. Another meeting was coordinated on 27 November 2013 with a race Hate Crime theme and input from the Northern Ireland Human Rights Commission regarding their recently launched report.
- Hate Crime Input – continues to be delivered at the initial course for Call Handlers and Station Enquiry Assistants as well as the 999 Emergency Call handlers course at Garnerville with input along with the Hate Crime advocates being provided during the last two quarters of 2013-14.
- Northern Ireland Human Rights Commissions (NIHRC) Report – Work is on-going to address the recommendations with the NIHRC report regarding Racism and the Criminal Justice system in Northern Ireland following the launch on 15 October 2013.
- Chinese New Year – Policing with the Community Branch coordinated district and advocate attendance at the events in February 2014 and engaged with those attending. Hate Crime leaflets as well as other crime prevention material were distributed to those present.

Appendix 2: (continued)

Victims of Serious Sexual Crime

The Rowan (Regional Sexual Assault Referral Centre)

- The opportunity for individuals to self-refer to the Rowan has been ongoing since September 2013. 63% of those individuals who have self-referred have accepted the offer to meet with a specially trained Police Officer in the area of child sexual abuse or adult rape to discuss their options regarding engaging with the criminal justice process, to make a formal complaint or to share anonymous intelligence. Feedback obtained from the Rowan highlighted a very high satisfaction rate from attendees who spoke positively about their experiences.
- Over recent months both Police Officers and/or Rowan staff have facilitated training events, meetings, tours of the facility to assist other agencies to learn more about The Rowan and how children and adults they engage with may access this specialist service. These include – PPANI Victims Subgroup; National Organisation for the Treatment of Abusers delegates; NSP-CC child witness service; Stormont Sexual Health Committee (x2); Footprints Women's Group (Poleglass); Senior Practice Nurses in the Northern Area; Directors for CONTACT NI; Rape Crisis Ireland; HSC students (on-going); Women's Health Day conference in Carrickfergus; GP Practice which serves UUJ; Northern Area Safeguarding Panel; Barnardos; Children's Service Improvement Board; Health and Social Care Board; Northern Domestic Violence Partnership; Royal College of Nursing; Foyle Women's Aid; MSM Group; Regional Domestic and Sexual Violence Group; Senior officials in DoJ; Leaders and managers in Social Work via the Beeches Leadership Centre; Assistant Directors in Adult mental Health and Lead Commissioner in PHA; Northern Family Planning Service; Adult Learning Disability Forum in South Eastern Health and Social Care Trust and Safeguarding Teachers in 'C' District.
- 'H' District launched 'Chat, Share, Think' safety message regarding the use of internet and young people.
- From November 2013-March 2014 The Rowan has facilitated workshops with Rape Crime Unit and Public Protection Unit officers to reflect on the operational service to date and consider ways to enhance the service even further.

Appendix 2: (continued)

Demonstration of improved service provision

Children and Young People, in particular males aged 16-24 and children in care:

- Stop and Search cards have been issued to District to be given by officers to a young person or adult being searched. These have been produced in partnership with the Police Ombudsman and the Children's Law Centre, and provide a helpline number on the card for young people who have questions about how a search was carried out.
- There was a meeting of the Youth Champion's Forum held on 2 December 2013 to discuss issues around child sexual exploitation and a scheduled quarterly meeting was held on 12 December 2013.
- An Antisocial Behaviour awareness training event was organised in conjunction with Community Safety Unit and other designated agencies to raise awareness of powers available to each statutory agency that carries responsibility for reducing Antisocial Behaviour.
- The Youth Issues Team receive a weekly download of all discretionary disposals, which are forwarded to Youth Diversion Officers (YDO) for cross-checking, to quality assure data held which informs YDO recommendations to the Public Prosecution Service. YDOs have responsibility for sharing appropriate information with partner agencies such as Youth Justice Agency, Social Services and Education Welfare Officer and for monitoring risk behaviour and offering support and intervention where appropriate.

Older people

- Provision by PSNI HQ Crime Prevention, Policing with the Community Branch, of awareness materials and doorstep crime window stickers to all Districts for distribution to vulnerable persons via site visits and events. Ongoing from mid-2013.
- Delivery of pilot signage and media/advertising (led by PSNI Corporate Communications) to Crime Pattern Analysis-identified areas.
- The PSNI continue to improve their relationship with the Good Morning network to share information and reassurance on a District level.
- The Quick Check programme for Distraction Burglary carries on in the background and is used extensively for protection and reassurance.

Appendix 2: (continued)

Domestic Abuse

- PSNI in conjunction with the DoJ funded a Christmas campaign by Crimestoppers entitled 'Behind Closed Doors'.
- In November 2013, the PSNI achieved a Gold Award in an assessment by ONUS in its Workplace Charter on Domestic Violence.
- PSNI in conjunction with Belfast and South Eastern Domestic Violence Partnerships hosted an event entitled 'Domestic Violence: Listening, Sharing and Learning' in North Down.
- Learning from agencies as a result of the Operation Yewtree.
- PSNI assisted with the development of a DVD and Resource manual for young people experiencing domestic abuse. Based on a play by Women's Aid Antrim, Ballymena, Larne, Carrickfergus and Newtownabbey entitled 'Family Portrait – Voice of a Victim', the DVD shows the impact of domestic abuse as seen through the eyes of young people. The accompanying resource pack is for use by any organisations wanting to engage in raising awareness of domestic abuse amongst young people, or in discussions with young people directly.

Hate Crime

- Advocates – Bi-lingual/LGB&T/Disability/VSNI – Ongoing meetings, coordinated by Policing with the Community Branch, with advocates on a monthly basis to help encourage reporting of Hate Crimes and to oversee referrals to victims.
- Internal Diversity Advocates – PSNI continue to address the issues of confidence in minority ethnic communities by utilising police officers who are representative of minority communities and whose first language is not English as internal advocates. The first meeting of these officers with a representative from Victim Support was held on 12 September 2013 and included a briefing from Victim Support Northern Ireland.
- Hate Crime Leaflets – A race Hate Crime leaflet has been produced, printed and circulated to District personnel. A Hate Crime leaflet outlining relevant legislation has been drafted and forwarded for print for circulation to District personnel.
- Hate Crime Videos – Hate Crime Videos are being produced to raise awareness internally of the impact of Hate Crime on the injured party. Victims from the six strands of Hate Crime are conveying their experiences of Hate Crime and police. Victim Support Northern Ireland are also engaging in the project to provide information relating to the Hate Crime advocates for victim follow up.

Appendix 2: (continued)

Victims of serious sexual exploitation

- The service is also developing a new training package for student officers of which child sexual exploitation will form part of the Child Protection Lesson. This will include input from Barnardos via video/podcast on e-learning, a Child Sexual Exploitation case study, 'recognising the signs' of Child Sexual Exploitation, and police powers and actions.
- The service continues to work with the Safeguarding Board for NI and other partner agencies in reviewing the Regional Child Protection Policy and Procedures in terms of child sexual exploitation.
- In December 2013, the service organised a joint agency workshop for practitioners in police (including Response Officers and Public Protection officers), social services, and children's residential units to reflect on current collaborative practice around children who go missing and where improvements can be made.
- While training for officers on eCrime is ongoing, an eCrime Awareness Seminar was held to educate and familiarise investigators on the development of computer and phone forensics; network investigation and social media; capability and the role of District eCrime support units and cyber crime response.

Enhanced Confidence and Reassurance to the Public Through the Response to Risk and Harm

Critical Incidents

A Critical Incident is defined as "Any incident, where the effectiveness of the Police Service of Northern Ireland response is likely to have a significant impact on the confidence of the victim, their family and/or the community".

A Register of Critical Incidents is maintained for recording all confirmed Critical Incidents. Four Critical Incidents were declared in 2013 and a further three remain active from previous years.

Each District/Department has a Critical Incident Single Point of Contact (SPOC), who acts as a liaison officer for Critical Incidents in their respective District/Department. The SPOC will ordinarily be the operations Manager (Superintendent) or other member of the Senior Management Team as appointed by District Commander/Head of Branch. A Register of Critical Incidents SPOCs is also maintained.

Appendix 2: (continued)

Civil Contingencies

Headquarters Emergency Planning (HQEP) has enhanced confidence and provided reassurance to the public through multi-agency working in the following areas:

Risk Assessment

1. PSNI Emergency Planning at both HQ and district levels has worked alongside multi-agency colleagues in the review and production of Risk Assessments, which have informed the Civil Contingency Planning Cycle.
2. HQEP, as part of the Op Sponsor Central Planning Team conducted joint risk assessments on the potential impact of G8 on current Civil Contingency Plans and produced mitigation, which alleviated conflict with areas of concern.

Engagement

1. Throughout this year HQEP has engaged with a wide range of external agencies and developed protocols and relationships, which have enhanced public confidence in policing.
2. Voluntary Sector Search and Rescue groups continue to be engaged and closer working relationships forged. This has enhanced the capability to react to life at risk taskings while increasing public confidence.
3. During the Spring Blizzard in March 2013 PSNI demonstrated both capability and resilience by leading during the 'response' phase of the operation and by supporting the lead government department during the 'recovery' phase. The positive feedback given at the operational debrief would support the view that confidence in the PSNI was enhanced as a result of the actions taken during this spontaneous Civil Contingencies Emergency.

This is supported by the number of positive comments made to police by members of the public in areas affected by the severe weather.

4. PSNI continue to sit on numerous multi-agency strategic and tactical groups such as CCGNI, LGEMC, Belfast Resilience and the 5 first responders groups, many of which PSNI chair.
5. PSNI engaged with stakeholders in respect to both G8 and the World Police and Fire Games including partners from statutory, voluntary and the private sector to ensure that appropriate planning arrangements were put in place.

Planning

1. The Op Sponsor Central Planning Team conducted a complex planning operation while working very closely with other agencies. This resulted in a successful delivery of the G8 and has both developed working relationships and enhanced confidence in the PSNI.
2. The World Police and Fire games Central Planning Team worked closely with other agencies and has enhanced confidence in the PSNI.
3. PSNI Central Planning are now engaged with teams from both the Giro d'Italia and the Commonwealth Baton team in preparation for both events in 2014.

Appendix 2: (continued)

Training and Exercises

1. HQEP conducted a programme of training and exercises in preparation for the G8 and the World Police and Fire Games. The programme was multi-agency in nature and as a result has enhanced the confidence our partners have in our ability.
2. PSNI continue to support a wide range of multi-agency exercises, including the planning for River's Agency lead coastal flooding exercise this year.
3. An exercise schedule is currently being developed for 2014 to include a major transportation exercise, major event exercise and exercises around a Chemical, Biological, Radiological and Nuclear (CBRN) response.

Strategic Level

1. At a strategic level PSNI has worked very closely with the Civil Contingencies Policy Branch (CCPB) of the Office of First Minister and Deputy First Minister, the Northern Ireland office and the DoJ in addressing issues during this year of significant events.

PSNI has worked closely with CCPB with regard to the development of proposed legislation on Local Resilience Forums.

2. PSNI is currently working with the CBRN Centre and the home Office in respect to a review of CBRN response in the UK and the introduction of new protocols in line with current PSNI Service Operating procedures.
3. PSNI are currently working with DoJ regarding a review of the control and deployment of Voluntary Search and Rescue team in Mountains, Low Land and inland waters.

Public Order

The internal Strategic Public Order Board chaired by ACC Operation Support has been augmented by the Public Order Review Group. The additional support was deemed beneficial in light of the significant periods and differing dynamics of disorder experienced in 2012-13. The purpose of this group is to identify learning and progress subsequent recommendations relating to all aspects of public order policing. An initial activity for the group was the hosting of a number of public order professional development training days for Gold, Silver and Bronze level commanders. A series of guest speakers including those from Olympic Police Commanders and the Centre for Applied Science and technology provided briefings. The review group are also considering the findings of the recent University of Ulster community consultation.

The collation of operational learning from 2012-13 is ongoing, and whilst complicated by the scale of public order policing experienced this year, will be used to inform the development of a Public Order Strategic Risk Assessment in early 2014. The assessment will also be informed by the existing 'Use of Force Reports' and ongoing academic research regarding profiling officers' injuries during disorder. The strategic risk assessment will significantly contribute to the Service's response and preparedness for public disorder. The compilation of such an assessment is in line with recommendations from the Criminal Justice Inspectorate's 'Criminal Justice System's Preparedness for Exceptional or Prolonged Public Disorder Report' (June 2013). Other such recommendations include addressing excessive periods of continuous duty and tactical effectiveness in light of press/media operational activity.

Appendix 2: (continued)

Public Protection Arrangements for Northern Ireland

Overview

As previously reported, the Public Protection Arrangements Northern Ireland (PPANI) came into being on 6 October 2008 having been placed on a statutory footing, requiring each of the participating agencies to carry out statutory responsibilities in respect of the risk assessment and risk management of sexual and violent offenders. The PSNI are actively participating in the public protection arrangements across a number of fronts and at different levels such as:

- ACC Service Improvement Department has just passed the Chairing of the Strategic Management Board (SMB) of PPANI to the Probation Board for Northern Ireland.
- Police are administering the PPANI process on behalf of all the agencies. This is carried out by a specialised team based in Seapark Carrickfergus called the PPANI Links Team. During the period from April 2013 to 1 September 2013 they administered and provided risk management support to 398 individual case reviews.
- Police are partners in the co-located Public Protection Team also based at Seapark, Carrickfergus. This is a multi-disciplinary team which consists of Police, Probation and Social Services. The focus of this team is to manage the risk around those offenders who are deemed to pose the highest risk.
- Police Public Protection Unit (PPU) personnel are participating in the LAPPP's (Local Area Public Protection Panels) throughout Northern Ireland and working in partnership where appropriate to meet the LAPPP recommendations to assist in risk managing Category 2 offenders.

Four meetings of the Strategic Management Board (SMB) have taken place during the last year. There are 5 established sub-groups and they consist of:

1. Policy and Practice;
2. Communications;
3. Accommodation;
4. Education; and
5. Victims' Advisory group

The police have representation on the highlighted sub-groups and two lay-advisors are attached to the SMB.

PPANI Links Team

The PPANI Links Team core role is ensuring the public protection arrangements operate within the Guidance to Agencies issued by the Minister for Justice, including the administration of the LAPPP meetings.

Those attached to the Unit have some considerable experience of sexual and violent offences investigation and management of risk. They also provide a wide range of contacts and links with agencies with an input to risk assessment both in UK and further afield, these include prisons, other police services, housing providers etc. This experience and knowledge provides a valuable source of advice for agencies involved in the public protection arrangements. In addition to providing this facility the PPANI Links Team also fulfils the following roles:

- Acts as single point of contact (SPOC) for all Church and Faith Groups, provide information and contact details, and issue invites to LAPPP as required;

Appendix 2: (continued)

- Provide support to the Public Protection Team and PPU's, including accompanying them when visiting offenders, and also expert advice based support. Each District Public Protection Unit has an allocated officer within the PPANI Links Team to assist them; and
- Provide advice and support to offender management units within the prisons at Maghaberry, Magilligan and Hydebank Wood (both the YOC and female prison) and to the Juvenile Justice Centre Woodlands, and similarly to Health Service based establishments such as Shannon Clinic, Hollywell.

Public Protection Team

The Public Protection Team (PPT) is a co-located multi-agency team made up of specifically trained Police, Probation and Social Service staff. The PPT is responsible for the risk management of all Category 3 (Highest Risk) Offenders in Northern Ireland and is located in Seapark PSNI complex on outskirts of Belfast. The PPT is centrally based with PPANI Links Team and PPANI Co-ordinator. Since the PPT that risk manage the highest risk cases was formed (in Oct 2008) to end August 2013, 60 individual offenders have been risk managed by the PPT.

PPANI statistics by way of category and what that means

PPANI figures currently show that there are 181 Category 2 cases (106 in community and 75 in prison) and 18 Category 3 cases (3 in the community and 15 in prison). There are a total of 1336 individuals who are notifiable sexual offenders (1061 in community and 275 in prison). It should be noted that this changes on a daily basis as the processes are dynamic in nature.

Of the Category 2 cases 111 are sexual and 70 are violent; for the Category 3 cases 13 are sexual and 5 are violent.

From 1 April 2013 to 13 September 2013 there have been 398 case reviews across Northern Ireland including prisons. Of these, 170 cases were reviewed for the first time: 79 of these were sexual cases, 21 involved violence against children, 3 involved violence against vulnerable adults, 67 were domestic violence and there were no new 'Hate Crime' cases.

For the PPANI cases that involve Domestic Violence (DV) there are currently 3 Category 3 cases (2 of which are in prison), 66 Category 2 cases (22 in prison) 12 have been at LAPPP but no assessment made pending further details (2 in prison) and there are 47 new cases awaiting a first LAPPP (23 in prison) (Since DV cases were included in PPANI on 1st April 2010) there would be 432 DV cases assessed as Category 1, each of these are checked in relation to Multi Agency Risk Assessment Conferences however some victims have not met the threshold but with the multi-agency nature of PPANI the relevant statutory agencies are represented at LAPPP therefore appropriate information is shared.

Of the 'Hate Crime' cases, there have been 3 that met PPANI criteria, 2 were assessed as Category 1 and the third is still to be traced. All 3 would have been racial incidents. It was a multi-agency decision to focus on those cases where an enhanced sentence was received as there was a greater likelihood of having an opportunity through Northern Ireland Probation Service work for an intervention which would have achievable outcomes in terms of lifestyle change.

Since the Public Protection Team that risk manage the highest risk cases was formed (in Oct 2008) to end August 2013, 60 individual offenders have been risk managed by the PPT.

Appendix 2: (continued)

Overall PSNI Crime Performance

(Extract from Northern Ireland Policing Board Annual Report 2013-14 Page 73)

The table below illustrates PSNI performance on recorded crime and detection rates for 2013-14 compared to 2012-13:

Offence Group	Recorded Crime			Outcome Rates (%)		
	2012-13	2013-14	Increase / (Decrease)	2012-13	2013-14	Increase / (Decrease)
VICTIM BASED CRIME						
Violence Against the Person	30,305	32,403	2,098	35.9%	31.0%	-4.9%
<i>Homicide</i>	20	21	1	85.0%	81.0%	-4.0%
<i>Violence with injury</i>	14,854	14,136	-718	35.6%	32.9%	-2.7%
<i>Violence without injury</i>	15,431	18,246	2,815	36.2%	29.4%	-6.8%
Sexual Offences	1,932	2,234	302	21.2%	20.8%	-0.4%
<i>Rape</i>	533	550	17	15.0%	16.5%	1.5%
<i>Other sexual offences</i>	1,399	1,684	285	23.5%	22.1%	-1.4%
Robbery	1,014	958	-56	21.3%	16.5%	-4.8%
<i>Robbery of personal property</i>	711	715	4	16.0%	11.9%	-4.1%
<i>Robbery of business property</i>	303	243	-60	33.7%	30.0%	-3.7%
Theft Offences	35,611	36,023	412	20.8%	19.6%	-1.2%
<i>Burglary (Domestic)</i>	5,945	5,753	-192	11.4%	9.7%	-1.7%
<i>Burglary (Non-Domestic)</i>	3,636	3,314	-322	13.3%	12.1%	-1.2%
<i>Theft from the person</i>	661	576	-85	7.0%	4.7%	-2.3%
<i>Vehicle offences</i>	5,339	5,609	270	20.6%	16.7%	-3.9%
<i>Bicycle theft</i>	1,073	1,097	24	4.3%	4.5%	0.2%
<i>Shoplifting</i>	5,890	6,372	482	61.0%	59.6%	-1.4%
<i>All other theft offences</i>	13,067	13,302	235	11.1%	9.7%	-1.4%
Criminal Damage	20,959	19,889	-1,070	16.2%	15.6%	-0.6%
OTHER CRIMES AGAINST SOCIETY						

Appendix 2: (continued)

Offence Group	Recorded Crime			Outcome Rates (%)		
	2012-13	2013-14	Increase / (Decrease)	2012-13	2013-14	Increase / (Decrease)
Drug Offences	4,378	4,732	354	86.8%	80.7%	-6.1%
<i>Trafficking of drugs</i>	890	968	78	81.7%	71.2%	-10.5%
<i>Possession of drugs</i>	3,488	3,764	276	88.1%	83.2%	-4.9%
Possession of Weapons Offences	651	727	76	71.9%	62.7%	-9.2%
Public Order Offences	1,517	1,536	19	64.5%	55.0%	-9.5%
Miscellaneous Crimes Against Society	2,191	2,415	224	64.8%	59.7%	-5.1%
OTHER FRAUD	1,831	1,829	-2	37.5%	32.8%	-4.7%
TOTAL	100,389	102,746	2,357	29.5%	27.2%	-2.3%

Appendix 3: Policing Plan 2014-15: performance indicators and measures (Paragraph 3.8)

(Extract from Policing Plan Update 2014-17)

Confidence in Policing

Outcome	Indicator	Measure
Improved confidence in Policing	Level of confidence in policing	<p>To avail of data provided from the following sources in order to show increased levels of confidence/satisfaction in local police:</p> <ul style="list-style-type: none"> • Northern Ireland Crime Survey (DoJ) • Victim's Satisfaction Survey • Northern Ireland Policing Board Omnibus Survey • Victim Call Back data (PSNI) • By March 2015 to identify robust methods of measuring confidence levels of young people (NIPB)

Appendix 3: (continued)

Personal Policing

Outcome	Indicator	Measure
Reduced crime and antisocial behaviour	Level of crime with particular emphasis on <ul style="list-style-type: none"> • Hate crime • Crimes with a domestic motivation 	<ul style="list-style-type: none"> • An increase of 3% points in outcome rates for Sectarian Hate Crime • An increase of 5% points in outcome rates for Homophobic Hate Crime • An increase of 1% point in the outcome rate for Racist Hate Crime • An increase of 7% points in outcome rates for crimes with a domestic motivation • To reduce the level of overall crime by 1%
	Effective partnership working to reduce antisocial behaviour	In partnership with local PCSPs and other agencies, to continue to reduce the number of incidents of antisocial behaviour through identification of hotspot areas and local intervention initiatives
	The percentage of people who perceive the level of antisocial behaviour to be high in their local area	In partnership with PCSPs and key stakeholders, to continue to reduce the percentage of people who perceive the level of antisocial behaviour to be high in their local area
	The number of domestic burglaries	<ul style="list-style-type: none"> • To reduce by 1% the number of domestic burglaries • In partnership with PCSPs and key stakeholders, to reduce the number of burglaries and robberies where older people are victims • To increase by 2% points the outcome rate for domestic burglary
	Reducing the harm caused by drugs in local neighbourhoods	To continue to support local PCSPs and key stakeholder initiatives aimed at removing illegal drugs from the community and reducing the community harm caused by drugs. Reporting seizures and outcome rates to demonstrate improvements to the Board

Appendix 3: (continued)

Outcome	Indicator	Measure
Reduced road deaths and injuries	The number of people killed or seriously injured in road collisions	<ul style="list-style-type: none"> • In partnership with other agencies, a reduction in the number of people killed in road collisions by at least 60% by 2020 • In partnership with other agencies, a reduction in the number of people seriously injured in road collisions by 45% by 2020
	The number of children and younger people killed or seriously injured in road collisions	<ul style="list-style-type: none"> • In partnership with other agencies, a reduction in the number of children (0-15yrs) killed or seriously injured in road collisions by at least 55% by 2020 • In partnership with other agencies, a reduction in the number of young people (16-24yrs) killed or seriously injured in road collisions by 55% by 2020
Crime Outcomes	The rate of crime outcomes achieved	To increase by 2% points the overall rate of crime outcomes achieved using a range of appropriate disposal methods

Appendix 3: (continued)

Professional Policing

Outcome	Indicator	Measure
Continued implementation of the Policing with the Community Strategy	High quality of service	<ul style="list-style-type: none"> To increase the overall percentage of all victims of crime who are updated within 10 days on what is being done to investigate the crime To demonstrate to the Board improvements in response rates to emergency and non-emergency calls
	Effective community engagement	<ul style="list-style-type: none"> Neighbourhood Policing Teams will consult with local communities and agree community priorities To respond within a maximum of 72 hours to all contacts made to Neighbourhood Policing Teams, demonstrating improvements across all police districts
	Effective Joint Problem Solving	<p>Report to the Board on PSNI's continued support of PCSPs and key stakeholders including the progression of initiatives to:</p> <ul style="list-style-type: none"> Understand and reduce the hurt caused by violent crimes with alcohol as a contributory factor Increase reporting of Domestic Abuse/ Domestically motivated violent crime
	Visible and focused neighbourhood policing	To demonstrate an increase in the percentage of time spent by Neighbourhood Policing Teams working directly with the community
	Treating people fairly and with respect	<ul style="list-style-type: none"> To reduce by 10% the number of allegations of Oppressive Behaviour To reduce by 1% the number of allegations of incivility
	Providing information to the community	<ul style="list-style-type: none"> To contact every household in Northern Ireland twice yearly To raise awareness of 101 as the new non-emergency number, demonstrating progress and service improvements to the Board

Appendix 3: (continued)

Outcome	Indicator	Measure
Maintaining our operational capability whilst ensuring high standards of leadership, governance and stewardship	Financial planning	<ul style="list-style-type: none"> • Achieve a balanced budget for the 2014-15 Financial Year, working in partnership with NIPB and DoJ • Prepare for the new Spending Review Bid to cover 2015-16 and potentially 2016-17 onwards • Agree the Medium Term Resource Plan to 2018-19 • Maintain unqualified Annual Accounts for 2013-14 with audit clearance by June 2014
	Organisational efficiency and effectiveness	To continue the delivery of key strategies to support service delivery
	Continuous Improvement	To continue to report on progress against the Service First Programme

Appendix 3: (continued)

Protective Policing

Outcome	Indicator	Measure
Reduced levels of activity and harm caused by individuals or gangs involved in organised crime	The impact on organised crime	<p>Demonstrate progress in tackling individuals and gangs involved in organised crime and reducing their activity levels by reporting on:</p> <ul style="list-style-type: none"> • The number of individuals or organised crime gangs whose activities have been frustrated, disrupted and dismantled • The actions taken to reduce the harm caused by human exploitation • The actions taken to reduce the harm caused by drugs
Reduced level of violent crime	The level of violent crime	<ul style="list-style-type: none"> • An increase of 1% point in the outcome rate for Rape Crime • To report to the Policing Board on the number of officers reporting injury through Public Disorder and the measures taken by PSNI to mitigate this • To work with local PCSPs to reduce the number of non-domestic violent crimes involving injury
	Tackling crime and protecting the public	To report on the actions taken to reduce the number of paramilitary-style attacks, including partnership initiatives with communities
Improved service to vulnerable groups	Service provided to vulnerable groups	<p>To improve quality of engagement and service delivery to the following, as well as encouraging increased reporting from victims of crime, and those affected by crime, within these groups:</p> <ul style="list-style-type: none"> • Children and Young People, in particular males aged 16-24 and children in care • Older people¹⁸ • Victims of Domestic Abuse • Victims of Hate Crime • Victims of Serious Sexual Crime • Victims of Child Sexual Exploitation (in partnership with other relevant agencies) <p>To report on initiatives to deal with fear of crime</p>

18 'Older people' refers to a person aged 60 or over. (Sec 25 Commissioner for Older People (Northern Ireland) Act 2011)

Appendix 3: (continued)

Outcome	Indicator	Measure
Enhanced confidence and reassurance to the public through our response to risk and harm	<p>Critical Incident Management (Managing critical incidents and restoring public confidence)</p> <p>Civil Contingencies (Emergency procedures, casualty bureau and disaster victim identification)</p> <p>Public Disorder (Responding to sustained periods of public disorder including command, planning and deployment, tactical options and training)</p> <p>Major Investigation & Public Protection (Responding to public protection and major investigation issues, e.g. child abuse and child sexual exploitation)</p> <p>Cybercrime (Protect the public against emerging threats online from organised crime gangs and hackers)</p> <p>Police Action against Drugs</p> <p>Police Action against Organised Crime</p>	<p>To provide the Policing Board with a six monthly report on the PSNI view of the threats against each category including</p> <ul style="list-style-type: none"> • Identification of, and plans to address these threats and risks; • The extent of collaboration (where appropriate) with other relevant agencies and police services; • Resource allocation and prioritisation against each category; and • Details of communication strategies or campaigns to enhance public confidence and reassurance.

Appendix 4: PSNI Continuous Improvement Projects 2013-14

(Paragraph 4.8)

(Extract from Board's 2013-14 Annual Report Pages 110-113)

Project	Published Timeline	Outcome/Position at 31 March 2014
'ServiceFirst' Victim and Witness Care	December 2013	Achieved.
'ServiceFirst' CSI Attendance	March 2014	Not achieved. This project was progressed to the Consultation Phase. However, due to the decision to look at Forensic Work streams of Scientific Support Branch in its entirety, this Project has been subsumed into 'ServiceFirst – Scientific Support' which is included within the 2014-15 Schedule.
'ServiceFirst' Forensic Processing	March 2014	Not achieved. This project was progressed to the Consultation Phase. However, due to the decision to look at Forensic Work streams of Scientific Support Branch in its entirety, this Project has been subsumed into 'ServiceFirst – Scientific Support' which is included within the 2014-15 Schedule.
'ServiceFirst' Intelligence	March 2014	<p>Not achieved. The project plan and therefore timeline for progress of the Intelligence Branch work stream is being reviewed and revised due to a number of pressures/developments including:</p> <ul style="list-style-type: none"> • Additional demands arising from legacy cases; • Staff attrition rates and recruitment to the branch with resulting resource pressures; • Estates issues arising out of alignment with other work streams and availability of capital budget; and, • Other developing demands including emerging business areas such as 'Digital/E-crime'. <p>This has required the Project to be rolled over to the 2014-15 Schedule.</p>

Appendix 4: (continued)

Project	Published Timeline	Outcome/Position at 31 March 2014
'ServiceFirst' Human Resources	January 2014	Not Achieved. The new HR Service Centre has been filtered out and some personnel have transferred. This Project has rolled over into the 2014-15 Schedule. The centralisation of HR, the HR Help Desk and Transaction Centre and the establishment of a Case Consultant role will be completed by the end of May 2014.
'ServiceFirst' Workforce Optimisation/Back Office	March 2015	On target. Development has commenced on a methodology to produce 'Operational Requirements' for key business areas. Scoping has begun on the likely impacts on the current HR distribution plan of the Continuous Improvement Projects and other organisational HR demands. This Project has rolled over into the 2014-15 Schedule.
'ServiceFirst' Operational Policing Model: Call Handling	March 2015	On target. The new Model has been implemented in H District and roll out in A/B District commenced 31 March 2-14. This Project has rolled over into the 2014-15 Schedule.
'ServiceFirst' Operational Policing Model: Attendance at Calls	March 2014	Not achieved. The new Model has been implemented in H District and roll out in A/B District commenced 31 March 2014. This Project has rolled over into the 2014-15 Schedule.
'ServiceFirst' Operational Policing Model: Volume Crime Investigation	March 2014	Not achieved. The new Model has been implemented in H District and roll out in A/B District commenced 31 March 2014. This Project has rolled over into the 2014-15 Schedule.
'ServiceFirst' Operational Policing Model: Duties management	November 2013	Not achieved. The new Model has been implemented in H District and roll out in A/B District commenced 31 March 2014. This Project has rolled over into the 2014-15 Schedule.

Appendix 4: (continued)

Project	Published Timeline	Outcome/Position at 31 March 2014
'ServiceFirst' Firearms and Roads Policing	March 2014	<p>Not achieved. This Project was suspended due to a combination of:</p> <ul style="list-style-type: none"> • Data issues; • Operational pressures; and, • Need to reallocate 'ServiceFirst' Resources in line with other competing demands. <p>This Project has been subsumed into 'Operational Support Review' which is in the 2014-15 Schedule.</p>
Custody provision – Custody Suite Estate	March 2015	<p>On target. The Musgrave Custody handover has been completed. Grosvenor Road Custody has been delayed but closure should be Summer 2014. Waterside Custody plans have been delayed due to resource issues and amendments to plans.</p>
Custody provision - Healthcare	March 2014	<p>Not achieved. Work has progressed on this Project. Key completed deliverables are:</p> <ul style="list-style-type: none"> • Required policy, protocols and practices are in place; • Sexual Assault and Referral Centre is up and running; • Robustly contract managed current FMOs and developed partnership with General medical Council; • Enhanced financial accountability measures, ensuring all expenditure is in line with the contract and any potential efficiencies are identified; and • Conducted a 'place of safety' audit in respect of individuals in need to mental health assessment/treatment. <p>This Project has rolled over in the 2014-15 Schedule.</p>
New NI Community Safety College	May 2016	<p>Not on target. The revised target completion date is May 2018.</p>
Reducing Offending in Partnership Programme	March 2014	<p>Achieved.</p>

Appendix 4: (continued)

Project	Published Timeline	Outcome/Position at 31 March 2014
Reviewing the Operational Policing Model (including Demand Modelling)	March 2014	<p>Not achieved. This Project (three Work streams) has been subsumed into other Projects in the Continuous Improvement Strategy 2014-15 Schedule:</p> <ul style="list-style-type: none"> • Operational Policing Model; • Public protection Units and, • CID Review.
LOCATE	March 2014	Achieved.

Appendix 5: PSNI Inspection Programme 2013-14

(Paragraph 4.12)

Criminal Justice Inspection Northern Ireland (CJINI)

CJINI Inspection	Status
Serious and Organised Crime	Fieldwork complete – awaiting draft report for factual accuracy
Adult Safeguarding	Fieldwork complete – awaiting draft report for factual accuracy
Non PPS Disposals	Fieldwork complete – awaiting draft report for factual accuracy
Securing Attendance at Court (Follow-Up)	Report published in March 2014
Volume Crime	Fieldwork complete – awaiting draft report for factual accuracy
OPONI/PSNI Relationship	Report published on 5 December 2013
Domestic Violence (Follow-Up)	Report published in October 2013
Sexual Violence and Abuse (Follow-Up)	Report published in October 2013
Inspection of Complaints	Report published in April 2014
Preparedness for Prolonged or Exceptional Public Disorder	Report published in June 2013
Cost and Impact of Dealing with the Past	Report published in November 2013

HMIC Inspections of PSNI

HMIC Inspection	Status
Value for Money Profile	Report published on 18 February 2014
Review of the Historical Enquiries Team	Report published in July 2013
Human Tissue	Report published in June 2013

NIAO Reports 2014-2015

Title	Date Published
2014	
The Future Impact of Borrowing and Private Finance Initiative Commitments	14 January 2014
Improving Pupil Attendance: Follow-Up Report	25 February 2014
Belfast Metropolitan College's Titanic Quarter PPP Project	25 March 2014
Safer Births: Using Information to Improve Quality	29 April 2014
Continuous Improvement Arrangements in Policing	6 May 2014
Improving Social Housing through Stock Transfer	3 June 2014
Managing and Protecting Funds Held in Court	1 July 2014
Modernising benefit delivery in the Social Security Agency's local office network	11 November 2014
Local Government Auditor's Report - 2014	18 November 2014
Primary Care Prescribing	27 November 2014
Financial Auditing and Reporting: General Report by the Comptroller and Auditor General for Northern Ireland – 2014	9 December 2014



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