Northern Ireland
PolicingBoard

ANNUAL
POLICING PLAN
FOR NORTHERN IRELAND
2017 - 18

POLICING PLAN 2017 -18

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FOREWORD

BY THE CHAIR OF THE NORTHERN IRELAND POLICING BOARD

In 2016, the Board and the PSNI agreed a number of long term strategic outcomes for the PSNI to achieve by 2020.

This updated Policing Plan for the 2017-18 period sets out the areas of focus for the year ahead and builds on the progress made by last Plan so that year on year improvements can be assessed.

In progressing this year's Plan, the Board has been mindful of the changing environment that policing operates in and the move to a more outcomes based approach to delivery across the public sector.

Crime is changing too and whilst the traditional types of crime continue to have an impact on our community, crimes committed online and crimes against those who are vulnerable are increasing. These crime types often have a high victim impact and can be much more complex and resource intensive for policing to deal with.

The resources available to policing form a key part of Board discussions with the Chief

Constable when agreeing this plan and are kept under close review throughout the year. With the policing budget for 2017-18 unconfirmed, any further reductions for policing may have an impact on the ability of the PSNI to fully deliver against the measures in this year's plan. The position will become clearer when the budgetary position is finalised. However, there is no doubt that the resourcing challenges for the PSNI in the time ahead are significant and will undoubtedly require some very difficult operational choices for the PSNI. As a Board we are working with the Chief Constable to mitigate, as far as possible, the impact and are looking at how the resources we do have can best be optimised to meet policing demands on the service. In respect of the continuous improvement arrangements for the PSNI, details of specific projects will be finalised once the budget is known.

With the draft programme for Government there is the opportunity to embed the collaborative approach and deliver some real change in how policing and public sector organisations work together and come

together to tackle issues and provide support to people who require more than just a policing intervention. Each Policing and Community Safety Partnership has a key role to play in supporting this delivery at a local level.

This year's plan also provides much more detailed information about the reasons for focus on particular areas along with how monitoring and reporting on police performance is managed. We hope that this will assist the public understanding of the nature of the Board's accountability role and to help people better understand policing demand.

Regardless of the challenges ahead, the core principles on which our policing service has been built remain unchanged. As a Board we support the work of the PSNI but are equally determined in fulfilling our oversight duty to ensure the PSNI is accountable to and representative of the community it serves.

ANNE CONNOLLY
CHAIR

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FOREWORD

BY THE CHIEF CONSTABLE OF THE POLICE SERVICE OF NORTHERN IRELAND

It is clear that policing, and indeed public service delivery more generally, will look very different in the years ahead. While there are a range of factors influencing this change, by far the greatest impact is as a result of reductions in budgets.

Together with the Policing Board, we continue to focus on organisational capability, working to optimise the resources we have to meet the changing policing demands.

Traditional visible crime has given way to new, less visible crime. Often this crime is cyber related and can cross international boundaries, making it more difficult and expensive to investigate.

Another significant shift in demand in recent years is that many of the people who require police protection today, have an acute vulnerability that requires sensitive policing and closer co-operation with our partners.

Protecting and supporting the most vulnerable members of our community requires better partnership working across public services.

Momentum to support partnership working had been generated by the Northern Ireland Executive's Draft Programme for Government and, as we look to the future, we need to work with our partners to seize this opportunity to change how we collectively deliver our services.

Policing in Northern Ireland comes with additional complexity and cost. The SEVERE threat from violent dissident republicans places a substantial financial burden on the delivery of policing in Northern Ireland. PSNI also bears additional costs relating to flags, parades, protests and dealing with the past.

Despite all these challenges, since I became Chief Constable in 2014, PSNI has had to make budget cuts of £108 million. We have modernised, flexed and, in some areas, changed substantially how we deliver our service to the public. Throughout these changes, we have kept the community at the heart of our decision making, doing our best to protect the frontline, and deliver a balanced budget.

This updated Policing Plan has been developed in the absence of a policing budget for 2017-18 or the years beyond. This presents the Police Service with an incredibly challenging situation and makes long term planning very difficult.

Further cuts to the budget will have an impact on our ability to deliver against the measures in this plan. Given these circumstances, it will be important that this Policing Plan, and in particular, the continuous improvement projects, are reviewed at the earliest opportunity following clarity on the Policing Budget for 2017-18.

Despite the challenges we face, my colleagues and I remain committed to building confidence and trust in policing and making a difference for our community.

GEORGE HAMILTON
CHIEF CONSTABLE

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INTRODUCTION TO THE PLAN

STRATEGIC OUTCOMES FOR POLICING 2016-20

In April 2016, the Board published the Strategic Outcomes for Policing 2016-2020 across five overarching themes which set out the longer term vision of what the Board wants the Chief Constable to achieve by 2020. It is supported by an Annual Policing Plan, of which this is the second year, which will deliver a continuous improvement approach to achieve these 2020 outcomes. The five overarching themes (Communication and Engagement, Protection of People and Communities, Reduction in Offending, More Efficient and Effective Delivery of Justice and More Efficient and Effective Policing) are supported by nine strategic outcomes and are aligned to the Chief Constable's vision of 'Keeping People Safe Through Policing with the Community', 'Preventing Harm, Protecting People, and Detecting those who Commit Crime', and 'More Efficient and Effective Policing'.

ROLE OF POLICING AND COMMUNITY SAFETY PARTNERSHIPS (PCSPs)

PCSPs continue to have a key role in supporting delivery against targets in the

Policing Plan where community engagement and a collaborative approach are required. Based in each council area, PCSPs are responsible for monitoring local police performance and working in partnership with the community and with a number of key statutory partners to make communities safer. The PCSP Action Plans for 2017-18 reflect an Outcomes Based Accountability (OBA) approach which will support more effective links between the role of PCSP Policing Committees in monitoring local police performance and the work of the Board.

DISTRICT POLICING STRUCTURING

Understanding the needs of the community is of paramount importance to the PSNI in delivering a quality service. In 2015, the PSNI reviewed the structure of policing locally. The new local policing model has created 11 districts coterminous with the 11 councils enabling partnership and collaborative working with local communities. The 11 districts are coordinated within 3 areas which enhances the ability to flex resources fluently, to address threat, risk, harm and opportunities, within the areas and across the entire service. Local policing is supported by a number of

specialised functions working together to investigate incidents and detect crime. These include the Volume Crime Support Team and Reducing Offending in Partnership. The Board will continue to focus on how policing is delivered locally through consultation and engagement with PCSPs and key stakeholders to ensure that all communities across Northern Ireland have access to the best possible policing service at all times.

TIMEFRAME FOR PLAN

The measures within this Policing Plan will run from 1 April 2017 to the 31 March 2018 and will be monitored as collectively working towards the 2016-2020 Strategic Outcomes for Policing in Northern Ireland.

PERFORMANCE MONITORING FRAMEWORK

The 2017-18 Policing Plan includes a performance monitoring framework at Appendix 1. The purpose of this framework is to provide clarity on the indicators which will form the basis of the information reported to the Board throughout the course of the year, and will be used to assess performance against the measures included within the Policing Plan.

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OVERARCHING THEME 1: COMMUNICATION AND ENGAGEMENT

STRATEGIC OUTCOME 1.1 – TRUST AND CONFIDENCE IN POLICING THROUGHOUT NORTHERN IRELAND

How the PSNI communicate and engage with the public is central to building trust and confidence in policing. Some of the issues the Board have been told about, through research and consultation, centre around the how the PSNI are involved with local communities and how well they respond to communities when their service is required. The PSNI will be asked to achieve a level of performance, demonstrated through measures set out in the annual Policing Plan, so that by 2020 the Strategic Outcome of trust and confidence in policing throughout Northern Ireland should be achieved.

One of a number of measures to assess the success of this is the Northern Ireland Omnibus Survey. This survey is conducted several times each year and is designed to provide a snapshot of the behaviour, lifestyle and views of a representative sample of people in Northern Ireland. The Board uses these results to assess the level of public confidence with the performance of the Police, PCSPs and DPCSPs, and awareness of the Board and perceptions of its effectiveness. In April 2016, on a Northern Ireland level, 75% of respondents indicated that the PSNI was doing either a very good or fairly good job, and 88% of respondents indicated at least some degree of confidence in the PSNI's ability to provide an ordinary day-to-day service for all of the

people of Northern Ireland. These continue a trend of small year-on-year increases. Whilst this is encouraging, the Board will continue this year to assess the levels of public confidence in policing through a variety of methods and will ask the Chief Constable to focus on victims and areas / communities where confidence in policing is lower.

Another method utilised to measure confidence in the PSNI is the data from the Victim Satisfaction Survey the key aims of which are:

- To understand the needs of the public and whether PSNI are meeting their expectations around how the Policing with the Community (PwC) behaviours are exhibited;
- To provide performance management information to supervisors and senior management around the PwC behaviours;
- To provide a measurement for performance indicator 'Level of Confidence in policing'.

The satisfaction monitoring is conducted monthly by way of text messaging to all victims of crime (exclusions apply where the crime was of a sensitive or serious nature).

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OVERARCHING THEME 1: COMMUNICATION AND ENGAGEMENT

Victims of crime are asked four questions[1] which are sent to the victim's mobile phone number provided by the victim during their initial contact with the police. The survey which was rolled out in 2016 will provide the Board with a baseline for 2017-18 monitoring in order to seek an improvement going forward.

Last year's Policing Plan[2] required the PSNI to work in partnership with a range of bodies to conduct qualitative research and to use this as the basis for identifying solutions to address confidence issues, including young people's confidence. The PSNI, in agreement with the Board selected six areas where confidence is low and conducted qualitative research.

The methodology included focus groups, interviews and micro-polls in the selected district electoral areas of:- Oldpark (Belfast Council Area); Titanic (Belfast Council Area); Lurgan (Mid ulster Council Area); Torrent (Mid Ulster Council Area); The Moor (Derry and Strabane Council Area) and Macedon (Antrim and Newtownabbey Council area). The three main objectives of the research were to:

1. Ascertain community confidence in policing in the six areas agreed.

2. Establish what - if any - actions would need to be undertaken or increased to improve confidence in policing.

3. Assess if the actions taken did in fact improve confidence in policing.

These findings and recommendations, are to be implemented as part of this year's Policing Plan measure to address the underlying issues that affect confidence within communities.

During 2016-17 in assessing the quality of engagement, the Board was encouraged by the significant decreases in allegations[3] of incivility, oppressive behaviour and failure in duty, showing an overall reduction of 6.6%. However, as these allegations make up almost three quarters of all allegations made to the Police Ombudsman, the Board believes they are a valid measure of the quality of police engagement. The Board will therefore continue to focus on these categories of allegation, seeking improvement year on year to 2020.

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1   The following four questions are asked in the survey and will be used to assist in the performance monitoring of measure 1.1.2:- Q1 The police officers treated me with fairness/respect, Q2 I am satisfied with how well I have been kept informed on the progress of my case, Q3 I am satisfied with my contact with PSNI, Q4 If a family member or friend were a victim of crime in the future, based on this experience I would recommend they report it to the police.

2   In the 2016-17 Policing Plan, the Policing Board set the following measures for the Chief Constable:-
   • Where confidence in policing is lower, PSNI along with the Board, PCSPs and District Commanders will select six areas across NI in which to conduct qualitative research.   Thereafter the PSNI will report to the Board twice yearly on initiatives in these areas to improve confidence.
   • PSNI with the Board, PCSPs, expert stakeholders and District Commanders will conduct targeted qualitative research where young people's confidence in policing is lower. Thereafter the PSNI will report to the Board twice yearly on initiatives in these areas to improve confidence.

3   The total number of allegations received totalled 2,486, 47 less than in the same period in 2015-16 and a decrease of 2.4%. Allegations of incivility fell by 42, from 213 in the first six months of 2015-16 to 171 in the same period in 2016-17. This is an overall decrease of 19.7%. Allegations of oppressive behaviour also witnessed a significant decrease of 16.6%, from 674 in the first six months of 2015-16 to 562 in the corresponding period in 2016-17.However allegations of failure in duty increased by 7.7% in the first six months of the current reporting year, with 1,040 allegations in 2015-16 increasing to 1,120 in 2016-17.

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OVERARCHING THEME 1: COMMUNICATION AND ENGAGEMENT

STRATEGIC OUTCOME 1.2 – PSNI ENGAGES WITH COMMUNITIES TO IMPROVE UNDERSTANDING OF THE IMPACT OF POLICING DECISIONS INVOLVING COMMUNITIES WHERE POSSIBLE IN THOSE DECISIONS

The Board will ask the Chief Constable to focus on increasing and improving the level and quality of engagement with communities. In practice this will require the Chief Constable to demonstrate that the PSNI is providing clear information to communities as to how they can engage with policing. There is an array of statutory, community and voluntary organisations that can assist the PSNI in reaching out to communities. It is important that the PSNI use opportunities to engage through such bodies and the local communities themselves. PCSP structures already exist to deliver local policing accountability and to facilitate collaborative decision making, involving communities in policing decisions affecting them. The Board would encourage individuals to participate in these settings so that they can actively contribute to improvements in policing.

To achieve this Strategic Outcome, the Board will encourage ongoing cultural change in the PSNI, promoting the central principles of the Policing with the Community (PwC) approach, namely accountability, courtesy, respect, fairness and collaborative decision making ensuring that it is embedded across the PSNI and building on the work already conducted within 2016-17. Last year the Board focused on the foundational mechanisms needed for PwC to be successful by ensuring PwC ethos is embedded in all personnel's Individual Performance Reviews (IPRs), service policies, procedures and literature. This year's Plan has moved on and will focus on how PwC is delivered locally and the benefits it brings whilst ensuring it continues to be fully embedded within the culture and ethos of PSNI.

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OVERARCHING THEME 1 - MEASURES

KEEPING PEOPLE SAFE THROUGH POLICING WITH THE COMMUNITY	
OVERARCHING THEME 1 – COMMUNICATION AND ENGAGEMENT	
Strategic Outcome	**Measure**
1.1 Trust and confidence in policing throughout Northern Ireland	1.1.1 Increase[4] the level of public confidence in the police's ability to provide an ordinary day to day service and in local police. 1.1.2 To improve victim satisfaction in certain aspects of contact with the PSNI.[5] 1.1.3 Increase confidence in policing in areas[6] where it was identified as being lower through initiatives in collaboration with local communities, partner agencies and PCSPs. 1.1.4 Increase young people's confidence in policing in areas where it was identified as being lower through initiatives carried out in collaboration with local communities, partner agencies and PCSPs. 1.1.5 Reduce allegations against the PSNI.[7] 1.1.6 Improve under-representation in respect of gender and community background across departments and branches of the PSNI*. (NB* Numeric indicators for the number of individuals from under-represented groups who are recruited (including socio-economic status), as well as the number of individuals from under-represented groups who are promoted, and successful in appointments to 'specialist departments' will be included within the performance monitoring framework and appendix 1 of the 2017-18 Policing Plan in order to measure success)
1.2 PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions.	1.2.1 Embed and demonstrate Policing with the Community ethos and behaviours throughout the service specifically: • Demonstrate locality based police-community decision making through co-design that evidences the benefit of community input to the delivery of policing. • Evidence the ongoing impact and benefits realised as a result of the delivery of this project, both internally and externally.

4   In April 2016, 88% of respondents across NI indicated at least some degree of confidence in the PSNI's ability to provide an ordinary day-to-day service for all of the people of Northern Ireland - Omnibus Survey data

5   Victim Satisfaction Survey results from 2016-17 provided a baseline for 2017-18 monitoring of 69.76% where victims either agreed or strongly agreed across the 4 questions (the following four questions are asked in the survey and are used to monitor 1.1.2:- Q1 The police officers treated me with fairness/respect, Q2 I am satisfied with how well I have been kept informed on the progress of my case, Q3 I am satisfied with my contact with PSNI, Q4 If a family member or friend were a victim of crime in the future, based on this experience I would recommend they report it to the police.)

6   The following areas were agreed in 2016-17 for 1.1.3 and 1.1.4 as:- Oldpark (Belfast Council area), Titanic (Belfast Council Area) , Lurgan (Armagh, Banbridge and Craigavon Council area), Torrent (Mid Ulster Council area), The Moor (Derry and Strabane Council area) and Macedon (Antrim and Newtownabbey Council area).

7   Allegations will be failure in duty, oppressive behaviour and incivility. 2016-17 allegations reduced by 6.6%.

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OVERARCHING THEME 2: PROTECTION OF PEOPLE AND COMMUNITIES

STRATEGIC OUTCOME 2.1 – HARM CAUSED BY CRIME AND ANTI-SOCIAL BEHAVIOUR IS REDUCED WITH A FOCUS ON PROTECTING THE MOST VULNERABLE, INCLUDING REPEAT VICTIMS.

The primary purpose of the police[8] is to protect life and property, preserve order, prevent the commission of offences, and where an offence has been committed, to take measures to bring the offender to justice. Victims of crime and antisocial behaviour are often vulnerable and are at the greatest risk of harm, necessitating particular protection and support. In August 2016 Her Majesty's Inspectorate of Constabulary (HMIC)[9] published a report on its inspection of PSNI Effectiveness. The effectiveness inspection assessed how well the PSNI protected vulnerable people from harm and how effective it was at supporting victims. HMIC concluded that the PSNI has made the protection of vulnerable people a clear priority and that this area of work needs focus and improvement. Throughout 2017-18, the Board will be examining how these areas are being addressed.

The PSNI is also increasingly dealing with people with more complex needs, particularly those who suffer from mental ill health. The development of relationships with partners in order to better share information to help prevent crime, antisocial behaviour and protect the most vulnerable is key to addressing the underlying issues of vulnerability. A positive initiative known as the Support Hub (formally known as the Concern Hub) is one such initiative that the Board is keen to see rolled out across Northern Ireland during 2017-18 and is a

direct response to the 2016-17 Policing Plan measure to *"Implement and assess the impact of interventions to support service to the most vulnerable, in partnership with others and report to the Board"*. By focussing on victims that are disproportionately affected by crimes and antisocial behaviour because of their vulnerability the Support Hub provides the PSNI with the opportunity to work with other agencies[10] to identify the most vulnerable and to develop a multi-agency approach to assisting them. The protection of vulnerable people most at risk from harm is a priority for the Board and the PSNI which is why we have focussed on this as one of the Strategic Outcomes within this theme.

Failure to reduce the harm caused by crime and antisocial behaviour can cause issues to escalate. Tackling this behaviour can have a positive impact on communities and ultimately may reduce the demand on police time. To address this, the PSNI has carried out a number of initiatives such as refreshed guidance to all officers on the powers and options available to them for tackling persistent antisocial behaviour; a review of how vulnerable victims are identified; and a review of the existing training provided to the PSNI. A report, prepared for HMIC by Cardiff University stated:

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8   As outlined in the Police (Northern Ireland) Act 2000
9   https://www.justice-ni.gov.uk/sites/default/files/publications/justice/psni-peel-effectiveness.PDF
10   Partners in the collaboration include the Councils, the Educational Authorities, the Health Trusts, NIAS, NIFRS, the Probation Board, the Youth Justice Agency and the PSNI

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OVERARCHING THEME 2: PROTECTION OF PEOPLE AND COMMUNITIES

"When people bring ASB to the attention of the police, more often than not, it is because it is harming them, and they want someone to take action to stop it and quickly. There is a clear and consistent pattern of evidence that where police do not attend and respond adequately to ASB issues this has a strongly negative impact upon public confidence and satisfaction".[11] Working with local communities to understand the impediments to reporting anti-social behaviour and working in partnership to have an effective contribution to tackling antisocial behaviour is important especially in areas of high deprivation. The Board will continue to seek progress in this important area so the good work to date continues.

The Board recognises through its own research and from other studies that repeat victimisation is a particularly distressing issue, for example, for victims of hate crime and domestic abuse.

PSNI's performance in relation to hate crime against last year's Policing Plan measure showed there was a decrease in the outcome rates for hate crimes which is an area that the Board will monitor closely and continue to seek improvement on. During 2016-17, the Board carried out a human rights thematic review of the police response to race hate crime. The review considered and analysed PSNI's approach to:

- Identifying, recording and encouraging the reporting of race hate crimes;

- Supporting victims of race hate crime;

- Investigating race hate crimes and arresting and prosecuting the perpetrators;

- Effectiveness of the police use of powers to bring offenders before the court;

- Strategies to combat race hate crime;

- Supporting police officers and staff from minority ethnic communities; and

- Engaging with external partners and stakeholders.

The work culminated in a thematic report, due to be published in 2017, which outlines the key findings of the review and makes 14 recommendations for the PSNI. During 2017-18 the Board will seek a plan of action from the PSNI and will monitor progress as to the implementation of the 14 recommendations.

Figures for 2015-16 show that domestic abuse crimes account for around 13% of the overall crime recorded in Northern Ireland. The Board has therefore identified domestic abuse as a priority and is asking the PSNI to place significant emphasis on protecting these victims. During 2016-17, the PSNI Independent Advisory Group (IAG) on Domestic Abuse (which was formed in 2015 in compliance with a measure in the Policing Plan 2015-16) agreed the following points of action:

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11   http://www.justiceinspectorates.gov.uk/hmic/media/re-thinking-the-policing-of-anti-social-behaviour-20100923.pdf

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OVERARCHING THEME 2: PROTECTION OF PEOPLE AND COMMUNITIES

1. To continue the Independent Advisory Group on Domestic Abuse;

2. To develop guidance for the application of Discretionary Disposals as an 'outcome' in domestic abuse cases;

3. To develop guidance for police personnel in the implementation of Schedule 7 of the Justice Act (NI) 2015, relating to Domestic Violence Protection Notices and Orders;

4. To provide enhanced domestic abuse officer training for select first responder personnel;

5. To commence multi-agency research into the prevalence of Honour Based Violence, Female Genital Mutilation and Forced Marriage for the purposes of informing the local situation and improving police response to these crimes.

Work in relation to all of these action points has been progressed through the IAG, on which a Board official sits in an observer capacity, and a 2016-17 year-end update on progress will be provided to the Board in the coming months.

The quarterly update report to 30 September 2016 reveals that there has been a continued upward trend in the number of domestic abuse incidents and crimes recorded by the police: the figure of 28,811 incidents, which includes 14,138 crimes, for the twelve months 1 October 2015 to 30 September 2016 is the highest level recorded since 2004-05 and means that police responded to a domestic incident on average every 18 minutes.

HMIC's overall assessment in relation to domestic abuse was that the PSNI response was 'not consistently good'. In response to the inspection report the Chief Constable devised an Action Plan. The Plan has been scrutinised by the Board and has been published on the Board's website[12]. In relation to domestic abuse specifically, the Action Plan outlines a range of partnership work the PSNI is involved with. Service Level Agreements with partner agencies such as the Public Prosecution Service and Court Service have been, or are being, reviewed.

Work on a new Service Procedure is underway and will take cognisance of the issues raised in the HMIC inspection. A document has been compiled outlining actions for consideration by uniform personnel in responding to medium and standard risk victims of domestic abuse. The Action Plan also outlines some training that has taken place or is due to take place for frontline officers. In the coming year PSNI will continue to implement the Action Plan and the Board will continue to monitor progress.

The Human Rights Annual Report 2015 (published March 2016) made recommendations for the PSNI relating to Domestic Violence Protection Notices and Orders (Recommendation 3), domestic abuse complaints (Recommendation 4), domestic abuse outcomes (Recommendation 9) and the service of Non-Molestation Orders (Recommendation 10). The PSNI indicated its acceptance of all 4 recommendations in its Human Rights Programme of Action (published May 2016). An update in relation to the implementation of the recommendations will be provided in the Human Rights Annual Report 2016 (to be published during 2017).

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12 https://www.nipolicingboard.org.uk/sites/nipb/files/Northern%20Ireland%20Policing%20Board%20Response%20to%20the%20HMIC%20Effectiveness%20and%20Efficiency%20Inspection%20
2015%2016%20-%20website%20publication.pdf

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OVERARCHING THEME 2: PROTECTION OF PEOPLE AND COMMUNITIES

In the context of repeat victimisation, the concerns of the business community, including those in rural communities, have also been raised with the Board. During 2016-17 the Board has facilitated and attended a number of engagements with representatives of the business community to hear about their concerns in relation to policing. The Business Crime action plan[13] was launched by the Department of Justice, PSNI and the Board in June 2016, outlining steps to help tackle business crime and its costs. It identifies businesses as being at the heart of communities, providing employment and critical local services. The plan states: "Crimes against business not only impact the Northern Ireland economy, they also damage the prosperity and perceptions of local areas and therefore communities, and they adversely affect our ability to grow a dynamic, innovative economy, which encourages growth, attracts investment and which is a competitive place to do business." The Board is keen that these concerns are addressed and gaps in service closed. We are working with the PSNI to ensure an improved service to the business community and would expect to see the concerns of this community reflected in local policing plans and PCSP action plans where applicable.

STRATEGIC OUTCOME 2.2 – PEOPLE ARE SAFE ON THE ROADS.

The number of road deaths and serious injuries caused by collisions on the roads is of concern to the Board. The PSNI does not have the lead responsibility for road safety in Northern Ireland; nonetheless the police are a key partner and contributor to the multi-agency Road Safety Strategy 2020. The Board believes that PSNI's unique contribution towards achievement of the Road Safety Strategy 2020 does make a difference. In 2016-17 the Board identified the areas of education, prevention and enforcement activity which reflect the areas where the PSNI make interventions. Figures for 2016-17 indicate a decrease in the number of offences for drink/drug driving, speeding, mobile phone use, seatbelt use and no insurance. The Board will continue to seek an improvement in these areas and will seek six monthly reports providing evidence on PSNI activity towards the achievement of these areas and others contained within the strategy. Specifically, the Board will ask the PSNI to report on enforcement activity as well as providing evidence on the education and prevention initiatives led by the PSNI.

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13 https://www.justice-ni.gov.uk/sites/default/files/publications/justice/business-crime-action-plan.pdf

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OVERARCHING THEME 2: PROTECTION OF PEOPLE AND COMMUNITIES

PREVENTING HARM, PROTECTING PEOPLE AND DETECTING THOSE WHO COMMIT CRIME

OVERARCHING THEME 2 – PROTECTION OF PEOPLE AND COMMUNITIES

Strategic Outcome	Measure
2.1 Harm caused by crime and anti-social behaviour is reduced with a focus on protecting the most vulnerable, including repeat victims.	2.1.1 Improve service to the most vulnerable across PSNI policing districts through the implementation of Support Hubs[14] in collaboration with PCSPs and other partners. 2.1.2 Improve the service to vulnerable groups in collaboration with partners in relation to: • Hate Crime[15] • Crimes against older people • Sexual offences • Mental Health 2.1.3 Improve the service provided to repeat victims. 2.1.4 Demonstrate an effective contribution in addressing antisocial behaviour particularly in areas of high deprivation and hot spot areas in collaboration with PCSPs and relevant others within the community. 2.1.5 Demonstrate an effective contribution to protecting young people by implementing initiatives and interventions to improve outcomes in collaboration with partners in relation to; • Child sexual exploitation and abuse • Children who go missing 2.1.6 Reduce harm caused by Domestic Abuse.
2.2 People are Safe on the Roads	2.2.1 Demonstrate a contribution to reduce: • The number of people killed in road collisions; • The number of people seriously injured in road collisions; • The number of children (aged 0-15) killed or seriously injured in road collisions; and • The number of young people (aged 16-24) killed or seriously injured in road collisions as set out in the 2020 Road Safety Strategy[16]

14   Formally known as the Concern Hub in 2016-17 Policing Plan

15   The Board will continue to seek an increase in outcome rates across all hate crime types.

16   https://www.infrastructure-ni.gov.uk/sites/default/files/publications/doe/NI%20Road%20Safety%20Strategy%202020.pdf

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OVERARCHING THEME 3: REDUCTION IN OFFENDING

The nature of criminal behaviour and crime has changed over the course of recent years which is why the PSNI has been adapting its approach to include a greater focus on partnership working to reduce offending and tackle crime, including serious and organised crime and paramilitary activity. It is also recognised that the means by which crime is committed has changed and that crime is increasingly facilitated and enabled by technology. To support this theme, the following Strategic Outcomes have been set:

STRATEGIC OUTCOME 3.1 - IDENTIFY AND INTERVENE WITH PRIORITY OFFENDERS

In 2016-17 the Board asked the Chief Constable, in partnership with all relevant statutory agencies, to manage the top 100 priority offenders to reduce the frequency and seriousness of offences committed by those offenders. This was successfully achieved through the Reducing Offending in Partnership (ROP)[17] approach and has proved very effective. The results of an Economic Appraisal identified a 72% reduction in crime with a significant reduction in crime costs within crime categories such as burglary, criminal damage, theft and violence against the person. This strategic outcome has been further developed this year to ensure a continuous improvement approach to enable the priority offenders to be managed to secure a reduction in reoffending by 2020.

STRATEGIC OUTCOME 3.2 - ADDRESS SERIOUS AND ORGANISED CRIME

Serious organised crime affects every community in Northern Ireland and the PSNI are committed to working in partnership to reduce the harm caused by this crime. In 2016-17 PSNI achieved an 8.3% increase in the number of Organised Crime Groups (OCGs) whose activities had been frustrated, disrupted and/or dismantled in comparison to 2015-16, over the original 3% target. This year the Board will seek to continue this progress and will focus on a reduction in the harm caused to communities by organised crime, drugs, cyber crime and human exploitation/trafficking. In the 2016-17 Policing Plan the Board asked the PSNI to report on work carried out in partnership with other law enforcement agencies in respect to the pursuit of criminal assets. However, this year it was deemed that this is best placed as an indicator on how well PSNI are performing in relation to reducing harm caused by OCGs and so will feature in the performance monitoring framework.

The Board believes the nature of crime is changing and recognises that, for example, crime is increasingly enabled, facilitated and dependent on technology. The police and law enforcement agencies across the world must adapt to meet this change. This is a complex issue and cannot be resolved by police in isolation which is why education and partnership working is fundamental.

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17   http://www.pbni.org.uk/wp-content/uploads/2015/02/PD135812Reducing-Offending-in-Partnership-A5-Booklet-13.05.14.pdf

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OVERARCHING THEME 3: REDUCTION IN OFFENDING

To achieve this Strategic Outcome, the PSNI must be able to demonstrate to the Board how it identifies and records the risk and threat from serious and organised crime and cyber related crime. It must also demonstrate how it deals effectively with these issues.

The PSNI, working in partnership with agencies such as the National Crime Agency (NCA), Her Majesty's Revenue and Customs (HMRC) and others, plays a critical role in frustrating and disrupting activities of organised crime groups and thereafter in dismantling them. The Board will hold the Chief Constable to account in relation to PSNI performance in tackling organised crime in Northern Ireland. The issue of organised crime also continues to be linked to paramilitary activity in Northern Ireland which is dealt with separately under Strategic Outcome 3.3 as not all organised crime will have paramilitary links.

STRATEGIC OUTCOME 3.3 – TACKLE PARAMILITARISM

Arrangements to establish a Joint Agency Task Force are set out in the Fresh Start Agreement. The aim of the Task Force is to tackle cross-jurisdictional organised crime, including that linked to paramilitarism and bring to justice those involved in it. Whilst that body will deal with cross border organised crime and linked paramilitarism, the Chief Constable will continue to focus his efforts on specific paramilitary activity in Northern Ireland, including an ongoing focus on paramilitary style attacks and criminal behaviour inflicted on communities by paramilitary groups and affiliates.

Protecting communities by reducing and mitigating the risk and impact of paramilitarism is a priority for the PSNI. Taking steps to continually stay ahead of the threat posed remains a challenge; however through effective engagement with communities, PCSPs and partner agencies the PSNI will continue to proactively mitigate the threats posed and ensure that PSNI can continue to keep people safe.

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OVERARCHING THEME 3: REDUCTION IN OFFENDING

PREVENTING HARM, PROTECTING PEOPLE, AND DETECTING THOSE WHO COMMIT CRIME	
OVERARCHING THEME 3 – REDUCTION IN OFFENDING	
Strategic Outcome	**Measure**
3.1 Identify and intervene with priority offenders.	3.1.1 Demonstrate an effective contribution to the integrated management of priority offenders in collaboration with partner agencies, in order to reduce reoffending.
3.2 Tackle serious and organised crime.	3.2.1 Demonstrate an effective contribution to the implementation of initiatives and interventions in collaboration with partners to reduce the harm caused by: • Organised Crime Groups • Drugs • Cyber dependent, enabled and facilitated crime • Human exploitation and trafficking.
3.3 Tackle paramilitarism	3.3.1 Demonstrate an effective contribution to the implementation of the Executive Action Plan and to the Joint Agency Task Force. 3.3.2 Demonstrate an effective contribution to the elimination of paramilitarism in Northern Ireland in collaboration with partner agencies, local communities and PSCPs through co-design of programmes and interventions.

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OVERARCHING THEME 4: MORE EFFICIENT AND EFFECTIVE DELIVERY OF JUSTICE

In November 2015 the Criminal Justice Inspection for Northern Ireland (CJINI) published the latest in a series of reports on the quality of files passed between the PSNI and the Public Prosecution Service (PPS) and the PSNI relationship with the PPS. This remains a key area of work for the PSNI with one of the key recommendations focusing on greater collaboration between the PSNI and the PPS to address failings in the preparation of case files and the standards applied around disclosure.

It is important to the Board that when a member of the public calls for the police to deal with their concern or where they need help from the PSNI, that there is an appropriate response. Thereafter, it is critical that the appropriate action is taken and that victims and other customers of the service are kept updated. That is why the Board will ask the Chief Constable to put in place a number of improvement initiatives and report on progress in relation to these.

The Board is sensitive to the importance attached to addressing legacy cases and acknowledges the commitments to moving this work forward. The Board will ask the Chief Constable to put into place reasonable policies and processes to identify and eradicate obstacles to achieving positive outcomes in legacy and routine cases. To support this theme, the following Strategic Outcome has been set:

STRATEGIC OUTCOME 4.1 – ACHIEVE AN EFFECTIVE PARTNERSHIP WITH THE PUBLIC PROSECUTION SERVICE AND THE WIDER CRIMINAL JUSTICE AGENCIES TO DELIVER MORE POSITIVE OUTCOMES FOR VICTIMS

The 2016-2017 Policing Plan included a target to decrease the number of statute barred cases by 5% compared to the number recorded during 2015-2016. This target was intended to provide a measure of the effective working relationship between the PSNI and PPS. The PSNI exceeded this target during 2016-17, reducing statute barred cases from 166 to 100, a percentage reduction of 39.8%. During consultation on the 2017-18 Policing Plan it was suggested that the number of statute barred cases should continue to be used as an indicator[18] of the efficient and effective delivery of justice, as part of a wider range of information detailed within the performance monitoring framework aimed at measuring performance by taking a wider range of data into account rather than using a single standalone target.

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18   Included as an indicator in the Performance Framework at Appendix 1.

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OVERARCHING THEME 4: MORE EFFICIENT AND EFFECTIVE DELIVERY OF JUSTICE

PREVENTING HARM, PROTECTING PEOPLE, AND DETECTING THOSE WHO COMMIT CRIME	
OVERARCHING THEME 4 - MORE EFFICIENT AND EFFECTIVE DELIVERY OF JUSTICE	
Strategic Outcome	**Measure**
4.1 Achieve an effective partnership with the Public Prosecution Service and wider criminal justice agencies to deliver more positive outcomes for victims.	4.1.1 Demonstrate an effective contribution towards the improvement of collaborative working between PSNI and the PPS to improve efficiency and effectiveness 4.1.2 Demonstrate an effective contribution to delivering more positive outcomes for victims in collaboration with wider criminal justice agencies, including evidencing progress made with legacy cases

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OVERARCHING THEME 5: MORE EFFICIENT AND EFFECTIVE POLICING

The Board is required by law to secure the maintenance of the police in Northern Ireland. In particular the Board is charged with ensuring that the police and the police staff are efficient and effective. To achieve this overarching theme the Board will ask the Chief Constable to demonstrate how the PSNI is working to ensure the best outcomes from its available resources.

Measures within this theme have been developed following the findings of the HMIC Efficiency Inspection[19] in August 2016. To support this theme, the following Strategic Outcome has been set:

STRATEGIC OUTCOME 5.1 – AN EFFICIENT AND EFFECTIVE POLICE SERVICE

Having an efficient and effective Police Service is vital in times of budgetary pressures and this is why the Board will ask the PSNI to complete a comprehensive assessment of both current and likely future demand for its services, matching resources to meet the needs of the public and protecting frontline services. Having a sustainable plan, taking into account likely future savings, is vital in order for the PSNI to plan its future resource allocations and required skills mix.

The 2016-17 Northern Ireland Policing Plan included a target to reduce the average working days lost for both Police Officers and Police Staff by 10%. PSNI met this target in terms of Police Officer absence, achieving a reduction of 10.3%. A reduction in Police Staff absence was also achieved, albeit below the target set out within the 2016-17

policing plan at 9.0%. During consultation on the development of the 2017-18 Policing Plan it was suggested that a target to simply reduce absence did not in fact show the full picture, as officers and staff on recuperative and restricted duties were not accounted for in these numbers. As a result the 2017-18 Policing Plan measure at 5.1.5 will examine the number of officers and staff who are available for full duties, rather than only those who are absent. The performance monitoring framework details a number of quantitative measures that will be used to assess PSNI performance in this area in order to demonstrate continuous improvement, including the number of officer/staff days lost to absence that can be directly compared with previous years and also against the absence rates of other police forces in England and Wales and the Republic of Ireland, in order to provide a more rounded picture of the PSNI's performance in this area.

This year's Policing Plan builds on the Wellbeing Survey results and action plan developed as part of the 2016-17 Policing Plan. The Board will ask the PSNI to implement a Wellbeing Strategy that focuses on wellbeing and personal resilience which will have an impact on staff sickness and overall wellbeing. The Strategy will provide a longer term direction in this area for the organisation.

19   https://www.justice-ni.gov.uk/sites/default/files/publications/justice/psni-peel-efficiency.PDF

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OVERARCHING THEME 5: MORE EFFICIENT AND EFFECTIVE POLICING

EFFICIENCY AND GOVERNANCE

OVERARCHING THEME 5 - MORE EFFICIENT AND EFFECTIVE POLICING

Strategic Outcome	Measure
5.1 An efficient and effective police service	Implement the recommendations from the HMIC Efficiency Inspection[20] and HMIC Responding to Austerity Report[21] and indicate plans to match human and financial resources to meet demand for PSNI services. In particular PSNI will produce by 31st March 2018: 5.1.1 A comprehensive assessment and understanding of both current and likely future demand for services, matching resources to meet the needs of the public and protecting frontline services. 5.1.2 A sustainable plan for its future workforce that is aligned with its overall demand and budget. The plan should include future resource allocations and the mix of skills required by the workforce. 5.1.3 Development of clear and realistic plans for achieving the likely savings required beyond 2017-18. 5.1.4 Implement a Wellbeing Strategy that focuses on the wellbeing and personal resilience of officers and staff. This will include raising awareness internally, following best practice and focusing on innovative and effective initiatives to support staff. 5.1.5 Evidence an increase in the number of officers and staff available for full duties by implementing a strategy to reduce sickness and restricted duties.

20   https://www.justice-ni.gov.uk/sites/default/files/publications/justice/psni-peel-efficiency.PDF
21   http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/psni-responding-to-austerity.pdf

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
1.1	1.1.1	• What activity was undertaken to improve confidence in PSNI's ability to provide an ordinary day to day service? • What activity was undertaken to increase the overall level of confidence in the local police? • Qualitative evidence of initiatives and outcomes implemented • Quantitative indicator – NI Crime survey data • Quantitative indicator – Omnibus survey data • Quality/effect – What difference has been achieved?
	1.1.2	• What activity was undertaken to identify why victim satisfaction was lower with certain aspects of policing? • Once identified what measures were put in place to address this? • What was the result? - qualitative/quantitative • Quantitative indicator – Victim Satisfaction data by crime type/community background/location etc.
	1.1.3	• What activity was undertaken to improve confidence in policing in areas where it was identified as being lower? • What collaborative working has taken place with local communities, PCSPs and partner agencies to improve confidence? • What was the result? – qualitative/quantitative • Quantitative indicator – change in people's confidence within areas where confidence had been identified as lower.
	1.1.4	• What activity was undertaken to improve young person's confidence in policing areas where it was identified as being lower? • What collaborative working has taken place with local communities, PCSPs and partner agencies within the community? • What was the result? – qualitative/quantitative • Quantitative indicator – change in young people's confidence in areas where confidence had been identified as lower

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
1.1	1.1.5	• What activity was undertaken to reduce allegations against the PSNI as set out in the complaints reduction strategy? • How well were the initiatives implemented at an operational level? • What was the result of this activity? – Qualitative • Quantitative indicator – change in allegations reported; Overall number and breakdown of Category & nature of allegations, and identified trends with accompanying narrative.
	1.1.6	• What activity has been undertaken to address under representation in respect of gender and community background? How does this link to the PSNI people strategy? • Evidence of initiatives and measures taken to improve workforce representation, specifically in branches where under representation is an issue. • Quantitative indicator – Workforce representation figures, including breakdown of branches, recruitment figures by socio-economic background (Monthly HR reports), number of promotions and appointments to 'specialist departments' by gender/community background. • Quality/effect – What difference has been achieved?
1.2	1.2.1	• What activity has been undertaken to embed the ethos of policing with the community throughout the service? • Evidence of activity and initiatives undertaken to engage with communities and involve them in decision making, and improve understanding of the impact of policing decisions? • What has been the impact of these initiatives? • What difference has been achieved, both internally and externally?

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
2.1	2.1.1	• What activity has been undertaken to improve service to the most vulnerable across PSNI policing districts? - this is to include what systems/processes are in place to identify vulnerability. • What progress has been made with the implementation of support hubs? • What contribution was made to collaborative working with PCSPs and other partners in delivering these initiatives? • Qualitative/quantitative evidence of the impact of initiatives targeted at improving service to the most vulnerable? • Quantitative data – numbers of crimes recorded with vulnerable victims[22] vs outcomes, breakdown of offences with a vulnerable victim by crime type and nature of vulnerability • Breakdown of number and type of cases dealt with by Support Hubs.
	2.1.2	• What activity has been undertaken to improve service to vulnerable groups, specifically in relation to hate crime, crimes against older people, sexual offences and dealing with incidents and offences involving mental health? • What contribution was made to collaborative working with partners in reducing harm and protecting the most vulnerable? • What activity has been undertaken to address the issue of understanding hidden demand, particularly from those who are vulnerable as highlighted in the 2016 PEEL Effectiveness report? • Quality/effect – What difference has been achieved as a result of activities and initiatives? • Quantitative indicators: • Number of hate crimes reported and breakdown of outcome rates[23] including narrative for patterns and trends and comparison with previous years. • Number of crimes with older person as a victim reported and breakdown of outcome rates including narrative for patterns and trends and comparison with previous years. • Number of sexual offences reported and breakdown of outcome rates including narrative for patterns and trends and comparison with previous years. • Number of incidents attended where mental health was a suspected factor vs number of referrals to health service/use of article 130 of the MH(NI) Order 1986 / number of mental health assessments carried out in police custody.

22 Vulnerable victims identified within the following data categories: Anti-Social Behaviour, Domestic abuse, Older people, Young people and Hate Crime.

23 Outcome rate is the number of outcomes recorded in a given time period expressed as a percentage of the total number of crimes recorded in the same period. The disposal methods included in the outcome rate are: charge / summons, caution (adult and juvenile), offence taken into consideration (TIC), penalty notice for disorder, community resolution, no prosecution directed / offender died before proceedings where the offence is indictable only.

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
2.1	2.1.3	• What activity has been undertaken to improve the service delivered to repeat victims? • What contribution was made to collaborative working with partners in improving service to repeat victims? • What difference has been achieved as a result of activities and initiatives? • Quantitative Indicators: Number of incidents and offences reported by repeat victims[24], breakdown of outcome rate, narrative for patterns and trends and comparison to previous years data.
	2.1.4	• What activity has been undertaken to address anti-social behaviour in areas of high deprivation and hot spot areas? • What contribution was made towards collaborative working with PCSPs and relevant others within the community? • What were the successes and challenges, and what difference has been achieved? • Quantitative data – Number of reported incidents of ASB, Number of incidents reported within areas identified as being hot spots for antisocial behaviour and/or areas of high deprivation / comparison with previous years data and narrative detailing trends.
	2.1.5	• What activity has been undertaken to make an effective contribution towards collaboration with partners in respect of the protection of young people in terms of Child Sexual Exploitation and abuse / Children who go missing? • What were the successes and challenges of collaborative working in this regard – qualitative and narrative • What difference has been achieved as a result of the activities and initiatives implemented? • Quantitative data – Number of CSE related crimes reported vs breakdown of outcomes / Number of juvenile Missing From Home (MFH) reports including breakdown of risk category and number who came to harm whilst missing, both including number of children in care reported as above, and looked after children as victims.

24 Repeat Victims in the following categories: Anti-Social Behaviour, Domestic abuse, Older People, Young People and Hate Crime.

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
2.1	2.1.6	• What activity has been undertaken to develop and implement a domestic abuse procedure? • What activity has been undertaken to make an effective contribution towards collaboration with partners in respect of reducing the harm caused by domestic abuse? • What were the successes and challenges? • What impact has the implementation of activities, procedures and initiatives had on working practices and service to victims? • Quantitative data – number of domestic abuse related incidents reported, number of domestic abuse related offences by crime type and outcome rate, breakdown of victims by risk classification, including narrative and trends identified in comparison with previous data.
2.2	2.2.1	• What activity was undertaken to provide an effective contribution towards collaborations in support of the multi-agency road safety strategy; specifically in terms of education, prevention and enforcement? • Qualitative/quantitative evidence of the impact of initiatives • What was the result? - qualitative/quantitative • Quantitative data – number of Road Deaths/Number of serious injury collisions – including the number of which were children (<16) and young people (16-24). Breakdown of cause of accidents where investigated. Quantitative data on enforcement activity (number of detections for drink/drug driving, speeding, use of mobile phones, failure to wear seatbelts and driving without insurance). Quantitative data on enrolment on speed awareness and education schemes as an alternative to prosecution.
3.1	3.1.1	• What activity was undertaken to effectively identify and intervene with priority offenders? • What work has been conducted in collaboration with other statutory agencies in support of integrated offender management? • Qualitative/quantitative evidence of the impact of initiatives? How were priority offenders identified/managed/details of interventions and diversionary programmes etc. use of Restorative Justice • What was the result? - qualitative/quantitative – contents of ROP report • Quantitative data; number of priority offenders identified and number of interventions, details of the re-offending rate of offenders managed through the process of integrated offender management.

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
3.2	3.2.1	• What activity was undertaken to make an effective contribution towards collaboration with partners to reduce the harm caused by Organised Crime Groups/Drugs/Cyber Dependent, enabled and facilitated crime/human exploitation and trafficking? • Qualitative/quantitative evidence of the impact of initiatives in respect of each of the above categories • What was implemented and what was the result? • Quantitative data – Value of assets seized from Organised Crime Groups / Number of members of organised crime groups charged with offences / quantity by weight and value of drugs seized, number of cyber enabled crimes reported vs breakdown of outcomes / number of human exploitation and trafficking related offences recorded vs breakdown of outcomes, narrative and trend in comparison to previous years.
3.3	3.3.1	• What contribution has been made towards initiatives and interventions carried out by the Joint Agency Task Force and towards the implementation of the Executive Action Plan? • Qualitative/quantitative evidence of the impact of the Joint Agency Task Force. • What were the results? - qualitative/quantitative • Quantitative data –staffing/finances contributed, arrests/charges/intelligence gained etc.
	3.3.2	• What activity has been undertaken to make an effective contribution towards the elimination of paramilitarism in Northern Ireland in collaboration with partner agencies, local communities and PCSPs? • What activity has been undertaken on the co-design with local communities of programmes and interventions? • Qualitative/quantitative evidence of the impact of initiatives undertaken to address paramilitary activity. • What were the results? - Contents of the declassified section of the bi-annual paramilitary report • Quantitative data – number of offences recorded linked to paramilitaries broken down by crime type and area etc. vs recorded outcomes.

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
4.1	4.1.1	• What activity was undertaken to provide an effective contribution towards the improvement of collaborative working between PSNI and the PPS? • Qualitative/quantitative evidence of the impact of initiatives? How has this improved Efficiency and Effectiveness? • What work has been undertaken to improve upon the quality of files and disclosure to PPS? • What was the result? - qualitative/quantitative • Quantitative data – Number of statute barred cases, breakdown of crime types and reason for delay, number of cases where avoidable delay was identified, breakdown of the timeliness and quality of files submitted to PPS (Causeway data)
	4.1.2	• What activity has been undertaken to make an effective contribution towards delivering more positive outcomes for victims in collaboration with wider criminal justice agencies? • Qualitative evidence of the impact of initiatives designed to deliver more positive outcomes for victims. • Quantitative indicators; Victim satisfaction data, number of restorative justice and reparation initiatives conducted. • What progress has been made with the handling and investigation of legacy cases? • Qualitative assessment of initiatives put in place to manage the progression of legacy issues. • Quantitative data on the number of legacy issues dealt with, time taken to progress to closure and collaboration with other agencies and the provision of support for victims and families.
5.1	5.1.1	• Demonstrate comprehensive assessment and understanding of both current and likely future demand for PSNI services, matching resources to meet the needs of the public and protecting frontline services. • Demonstrate how this work has been used to make best use of resources and meet the needs of the public. • Qualitative: What impact have these initiatives had? • Quantitative data – demand profiling report and resources vs demand in terms of geography and 'specialism'.

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
5.1	5.1.2	• Demonstrate the development and implementation of a sustainable plan for the future workforce of PSNI, aligned with overall demand and budget, including future resource allocations and skills mix. • What impact has the implementation of this plan had on the PSNI's delivery of an efficient and effective service? • Quantitative data – skills mix including the numbers and distribution of roles, and projected succession planning.
	5.1.3	• Demonstrate the development of clear and realistic plans to achieve the likely financial savings required beyond 2017-18. • Quantitative data – Financial reports and forecasting.
	5.1.4	• Demonstrate the implementation of a wellbeing strategy that focuses on the wellbeing and personal resilience of officers and staff, detailing adoption of best practice and innovation. • How much has been done to raise awareness internally and provide support? • Demonstrate an effective contribution towards collaboration with local Health and Social Care Trusts to provide focus on relevant health and wellbeing services, to allow officers and staff to proactively manage their own wellbeing. • Quantitative data – PSNI Internal wellbeing survey data, and sickness/restricted duties data included at 5.1.5 below.
	5.1.5	• What work has been undertaken to improve the number of officers and staff available for full duties? • Qualitative - What impact has this work had? • Quantitative data – Number of officers available for full operational duties/number of staff available for full duties/number of average working days lost for officers and staff/sickness levels by department/area in terms of long and short term/reason for absence.

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STRATEGIES TO SUPPORT POLICE SERVICE DELIVERY

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STRATEGY (TO SUPPORT SERVICE DELIVERY)	BRIEF DESCRIPTION	POLICING BOARD COMMITTEE	PSNI GOVERNANCE / GROUP
Equality, Diversity and Good Relations	Implementation of the Equality Scheme and Action Plan aims to ensure that the PSNI discharges its duties, functions and powers in a manner which is in line with its statutory Equality duties including: Due regard to the need to promote equality of opportunity between the nine Section 75 groups. Regard to the desirability of promoting good relations between persons of different religious belief, political opinion and racial groups.	Resources	Strategic Diversity Steering Group
Estate Services	The current Estate Strategy aims to provide fit for purpose infrastructure, value for money and sustainable Estate solutions in support of the Policing Plan.	Resources	Business User Delivery Group
Procurement and Logistic Services (P&LS)	The strategy aims to ensure value for money in the provision of uniform, equipment, logistic and procurement services that will assist in delivering the Policing Plan.	Resources	Business User Delivery Group

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STRATEGY (TO SUPPORT SERVICE DELIVERY)	BRIEF DESCRIPTION	POLICING BOARD COMMITTEE	PSNI GOVERNANCE / GROUP
Information & Communication Services (ICS)	ICS Branch provides ICT systems that support policing 24 hours a day and which help PSNI to keep people safe by policing with the community. ICS provides secure radio communications for all NI emergency services, PSNI's mobile and network telecommunications, CCTV, video and IT systems. The Strategy 2014-2017 aims to deliver strong alignment between business needs and investment in powerful new capabilities, together with securing value for money.	Resources	Business User Delivery Group
Transport Services	The strategy aims to deliver an appropriate sized and cost effective fleet, focussing on maximising vehicle availability whilst minimising downtime.	Resources	Transport Delivery Group
People	A diverse, representative and agile workforce that can meet current and future policing challenges; Human Resource policy and practice frameworks that support an engaged and flexible workforce; A competent and skilled workforce with excellent leadership and management skills; A high performing workforce that evidences our Policing with the Community ethos and corporate performance standards; and A healthy and safe working environment.	Resources	ServiceFirst Board

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STRATEGIES TO SUPPORT POLICE SERVICE DELIVERY

APPENDIX 2

STRATEGY (TO SUPPORT SERVICE DELIVERY)	BRIEF DESCRIPTION	POLICING BOARD COMMITTEE	PSNI GOVERNANCE / GROUP
Counter Terrorism	Protecting the community from the threat and risk of harm caused by violent extremism through strategies and actions which address the local, national and international security situation.	Performance	A confidential hard copy document is given to the Board for consideration of the relevant Committee twice per annum.
Community Engagement	Corporate Communications works to support the Police Service of Northern Ireland to achieve its purpose of Keeping People Safe, by managing flows of information directly connected to operational policing and organisational issues in a professional, human rights compliant manner. Communication activity reflects the wider organisational activities of preventing harm, protecting people, and detecting those who commit crime. The PSNI Communication and Engagement Strategy will contribute to building confidence in policing by highlighting policing outcomes, collaborative working and best practice and it will seek to increase understanding of how the PSNI is working to help build a safe, confident and peaceful society. By enhancing this understanding this will build further confidence in PSNI.	Partnership	ServiceFirst Board

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PURPOSE

The objective of this paper is to provide an overview of the PSNI Continuous Improvement Strategy for the reporting period 2017-18.

INTRODUCTION

The core purpose of the Police Service is to Keep People Safe. In times of austerity, shrinking resources with increasing and ever more complex Demands, it is imperative that the Service continually seeks to optimise its resources.

By way of defining "Continuous Improvement": Part V Section 28(1) of the Police (NI) Act 2000 requires the Northern Ireland Policing Board (NIPB) to *"make arrangements to secure continuous improvement in the way its functions and those of the Chief Constable are exercised, having regard to a **combination of economy, efficiency and effectiveness"***

This Strategy outlines the programme of work that will be progressed during the reporting period to satisfy these requirements. It will be monitored internally through the ServiceFirst Board (SFB) chaired by the Deputy Chief Constable, and will provide regular written reports and if required verbal updates to the relevant NIPB Committees.

DESIGN PRINCIPLES

In establishing this Strategy, it was important to identify key "Design Principles" against which the programme should align. This is to ensure that the work undertaken was of adequate scope, level and impact to deliver against legal requirements and provide solutions to some of the key challenges facing the Service.

The Chief Constable provided the following key Design Principles against which the programme of work was developed:

- Proposals will generally reduce costs or add value to such an extent that it reduces costs elsewhere in the organisation in the medium to longer term.

- Proposals should seek to reduce both 'Reactive' and 'Internal' Demand

- Proposals should be flexible enough to take account of changing demand trends.

- Proposals will be framed in a manner that identifies and mitigates risk (operational, internal, financial and reputational).

- Proposals for additional resourcing will only be considered in exceptional circumstances when set against demand and risk.

- Proposals will increase capability and reduce costs by considering innovation (eg enabling technology and processes) and the optimum workforce mix.

- Clear emphasis on prevention and early intervention with collaboration/partnership, both internally and externally, being at the heart of service delivery.

- Balance the need to address serious harm with the need to provide local visible policing.

- Proposals should not be fettered by current structural, cultural and organisational 'norms'.

- Proposals need to show connectivity between (a) our operational priorities (linked to Keeping People Safe purpose), (b) our overall funding envelope (ie our organisational capacity), and (c) our HR support plans (ie our workforce mix, capabilities and succession planning)

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APPENDIX 3

PROJECTS

Five strategic projects which align well with the Design Principles, have been identified as the programme for progression during 2017-18 namely:

1. Policing with the Community
2. Working Together
3. Phase 2: Custody Reform
4. Demand Profiling Phase 2
5. Priority Based Resourcing

Note: During the next reporting period, projects 4&5 will run in tandem due to the connectivity between the two areas of work.

This programme:

- Spans the whole of the Service;

- Develops a strategic collaborative working opportunity with a key partner to streamline the criminal justice process;

- Progresses the culture of engagement both within the Service and with our Communities;

- Restructures how we manage the Custody process;

- Develops a corporate picture of how we use our resources; and

- Provides a mechanism to prioritise these resources and manage risk.

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PROJECT 1: POLICING WITH THE COMMUNITY

OBJECTIVE:

The objective of the Policing with the Community (PwC) Project is to deliver a cultural change programme across the Service to include both internal interfaces and external engagement.

KEY MILESTONES:

MILESTONE	DUE DATE
Continue 'Proof of Concept' in Antrim and Newtownabbey District	End Jul 17
Full rollout plan for Districts and Departments	Jul 17 - Dec 18
Implementation of Collaborative Working Theme	Jul 17 - Dec 18
Implementation of Support Hub	Jul 17 - Dec 18
Implementation of Leadership Strategy	Complete by Dec 18
Benefit Tracking	From Jul 17
Post Implementation Review	Apr 19

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PROJECT 2: WORKING TOGETHER

OBJECTIVE:

To work collaboratively with the Public Prosecution Service to streamline key criminal justice processes.

KEY MILESTONES:

MILESTONE	DUE DATE
Phase 1 implementation	Feb 17- Aug 17
Interim evaluation	Jul 17 – Sept 17
Phase 2 implementation (dependent on evaluation results)	Aug 17 – Feb 18
Post Evaluation Review	Apr 18
Benefit Tracking	Dec 17 – end point PIR
Post Implementation Review	Feb 19

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PROJECT 3: PHASE 2: CUSTODY REFORM

OBJECTIVE:

The objective is to deliver a Custody Reform Programme incorporating sustainability and safer custody, to meet the complex needs of the environment, across the following work strands: Estates, Healthcare, Operational Effectiveness and Governance.

KEY MILESTONES:

MILESTONE	PROJECT TIMELINES
Governance approval for Phase 2 Custody Reform implementation	Oct 16
Set up Delivery Team	Mar 17
Develop Implementation Plan	Feb 17 – Jun 17
Implementation	Ongoing – Dec 18
Post Evaluation Review	Jan 17 – Mar 19
Section 75 Monitoring	Ongoing – Dec 18
Benefit Tracking (quarterly)	Ongoing – Dec 18
Post Implementation Review	Jan 19 – Mar 19

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PROJECT 4: DEMAND PROFILING PHASE 2

OBJECTIVE:

To deliver phase 2 of the Demand project which will identify: FTE Requirements / Opportunities for Demand Reduction / Collaborative working. This will be achieved by focusing a rolling programme on strategic areas identified from the Priority Based Resourcing Process proposals which are derived from method changes, volume changes or changes to service levels.

KEY MILESTONES:

MILESTONE	DUE DATE
Identification of Project Prioritisation (SFB)	Apr 17
Assign Project Team	Apr 17
Confirm Terms of Reference	Apr 17
Deliver end to end solution design options on target area and implement	Mar 19
Post Evaluation Review	Jun 18
Benefit Tracking	Jun18 – Apr 19
Post Implementation Review	May 19

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PROJECT 5: PRIORITY BASED RESOURCING

OBJECTIVE:

To critically analyse all PSNI branches with a view to identifying efficiency and effectiveness improvements, which will enable the Service to reprioritise resources to areas of higher threat, risk, harm and vulnerability.

CONNECTING TO THE PREVIOUS REPORTING PERIOD

The Policing environment changes rapidly and as a consequence, so too does the Continuous Improvement Programme. It is therefore important to be able to track the evolution of the Programme from one year to the next in order to measure success.

The table below outlines the Programme from 2016-17 and how it aligns with the Programme for 2017-18.

KEY MILESTONES:

MILESTONE	DUE DATE
Governance approval for implementation	Mar 17
Set up Delivery Team	May 17
Develop Implementation Plan	May – Jul 17
Implementation	Jun 17 – Jun 18
Post Evaluation Review	Jun 18
Benefit Tracking	Jun18 – Apr 19
Post Implementation Review	May 19

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PROJECT 5: PRIORITY BASED RESOURCING

2016-17	2017-18
Review of Operational Support Department	Complete
Review of Public Administration	Complete
Review of Corporate Communications	Complete
Review of Business Services	Complete
Workforce Optimisation	Superseded by People Strategy
Policing with the Community	Roll into 2017-18 Programme
Review of Crime Operations Department	Roll into 2017-18 Programme (Subsumed into PBR)
Custody Reform Phase 1	Roll into 2017-18 Programme – Phase 2
Demand mapping Phase 1	Roll into 2017-18 Programme – Phase 2
Priority Based Resourcing Panel 1	Roll into 2017-18 Programme – full roll out
Working Together (with PPS)	Roll into 2017-18 Programme

MONITORING AND REPORTING

External oversight of the programme is managed by the NIPB Committee's. Written updates will be provided at least twice per year with the option of additional written or verbal updates as required by the Committee's.

Internally the programme is overseen by the ServiceFirst Board chaired by the Deputy Chief Constable. Updates are supplied monthly on programme progress and quarterly on benefit realisation.

PROGRAMME SUPPORT

The programme is supported by expert project management and analytical resources from Corporate Support Branch.

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PAYING FOR THE PLAN

APPENDIX 4

INTRODUCTION

The Chief Constable has a responsibility to manage resources within the available budget and to deliver the agreed efficiency programme.

However, following the recent elections, a Budget has not yet been agreed for the 2017-18 financial year. In the interim and for the purposes specifically of determining the level of cash and resources to be authorised under Section 59 of the Northern Ireland Act 1998 and Section 7 of the Government and Resources Act (NI) 2001, the PSNI has been requested by Department of Justice to provide a monthly profile of spend for the full year based on a net 3% reduction scenario.

The Director of Finance & Support Services issues a monthly financial report to the Service Executive Team and the Policing Board to monitor progress throughout the year.

RESOURCE EXPENDITURE

An analysis of the planned resource expenditure for 2017-18 based on a net 3% reduction is shown in the chart below:

POLICE SERVICE FOR NORTHERN IRELAND RESOURCE SPENDING PLAN 2017-18
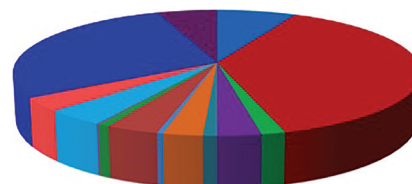
		£m	%
●	Police staff pay	75.1	7.34
●	Police officer pay	389.1	38.04
●	Managed Service	16.7	1.63
●	Other Non Staff Costs	30.5	2.98
●	Transport costs	9.8	0.96
●	Telecommunication & Technology	27.3	2.67
●	Travel & Subsistence	4.4	0.43
●	Accommodation services	36.6	3.58
●	Supplies	8.0	0.78
●	Apprenticeship Levy	1.8	0.18
●	Non cash costs RF	41.0	4.01
●	Cash Payment of Provisions	36.5	3.57
●	Pension costs	289.3	28.28
●	Security Funding	56.8	5.55
	Gross Resource Expenditure	**1.022.9**	**100%**
	Less Receipts	(4.4)	
	Net Resource Expenditure	**1,018.5**	

Note: Reference Resource Non Cash Costs. This relates to the ringfenced planned expenditure for Depreciation and Impairment Charges.

CAPITAL EXPENDITURE

An analysis of the planned capital expenditure for 2017-18, based on the spending limits set by the Department of Justice, is shown in the chart below:

POLICE SERVICE FOR NORTHERN IRELAND CAPITAL SPENDING PLAN 2017-18

		£m	%
●	Transport	0.5	2.7
●	Telecommunication & Technology	4.9	25.7
●	Accomodation Services	3.4	17.8
●	Miscellaneous	0.3	1.5
●	Training College	0.0	0.0
●	Security Funding	10.0	52.3
	Gross Resource Expenditure	**19.1**	**100%**
	Less Receipts	**0.0**	
	Net Resource Expenditure	**19.1**	

ANNUAL REPORT & ACCOUNTS

The audited Annual Report & Accounts for the year ended 31 March 2017 will be published by 30 June 2017.

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TRAINING ASSESSMENT FOR POLICE OFFICERS AND STAFF

APPENDIX 5

The function of the Training and Development Branch (Northern Ireland Police College) is to help achieve the organisational purpose of Keeping People Safe through preventing harm, protecting our citizens and communities and detecting offences and investigating suspects. The delivery of operational policing that embeds Policing with the Community behaviours is supported through the Police College Training and Development Strategy. This Strategy outlines the appropriate training courses and programmes for police officers and police staff to gain the required skills, knowledge, understanding and behaviours to be able to perform their roles effectively.

These training and development services fall into four main areas: mandatory refresher training for existing officers and police staff; initial training for new police officers and managed service staff; selection/promotion training and development for new to role officers and staff; organisational development, supporting and embedding change through leadership and management development and assisting with the introduction of new technology, processes and equipment.

MANDATORY REFRESHER TRAINING

Volume refresher training which accounts for the largest proportion of training days delivered by the Police College includes the Combined Operation Training (COT) department's delivery of firearms, public order, personal safety (PSP), driving and medical training for all officers and specialist training for Armed Response Units (ARU), Close Protection Unit (CPU), Dogs and Boats. Priorities will be to facilitate compliance training for high risk firearms officers, First Aid and PSP.

Specialist Training will continue to deliver training to counter the threat posed both nationally and internationally by violent extremists. This includes a range of mandatory refresher training for Counter Terrorist Specialist Firearms teams, Surveillance teams and intelligence officers.

Crime Training will provide investigative training in support of the objectives of the Investigative Standards Committee and deliver investigative skills training to selected officers in non-detective roles in line with organisational priorities. They will also deliver specialist training in conjunction with our partners to officers in specialist detective roles like Public Protection Units.

INITIAL TRAINING

The Police College's Foundation Programmes department will continue to provide the Student Officer Training Programme to new police recruits and ongoing development to Probationer Officers as required by the organisation and these programmes aim to embed our Policing with the Community approach and our organisational values within new and Probationer Officers.

Crime Training will train all new to role and new to rank detectives in line with national standards and PIP (Professionalising the Investigation Process).

Learning Technologies Unit (LTU) will provide training for new Call Handler and Despatcher staff for the PSNI's Call Management Centres and provide IT and systems training to all Student Officers.

TRAINING ASSESSMENT FOR POLICE OFFICERS AND STAFF APPENDIX 5

ORGANISATIONAL DEVELOPMENT

Learning Technologies Unit (LTU) will be supporting the roll out of the new hand held device to officers and the upgrade of NICHE and will explore the integration of further blended learning throughout College delivery. A new firearms management system has been procured and is currently under design. Following implementation and testing this will roll out across the organisation.

LEADERSHIP AND MANAGEMENT DEVELOPMENT

The Police College is working with colleagues across the PSNI to support the delivery of Policing with the Community (PwC). The Leadership Strategy will detail the approach and programmes needed to support officers and police staff across three levels in the organisation and further develop a coaching and mentoring culture within the PSNI. Collaboration will continue with the PwC Project and Human Resources in supporting the People Strategy and the Leadership Strategy to build and develop organisational capability in leadership and management.

This will include role specific training to new appointees at all levels and the use of work based assessment to assess competence and underpinning knowledge. This will entail a focus on CPD for agreed role profiles. The development of a range of talent management programmes will include specific training events for those on the programme.

With the closure of the Community Safety College Development Project, the PSNI has established a Police College Redevelopment Project Board to progress the development of PSNI training facilities and an Integrated Project Team, under the Project Board will co-ordinate and deliver the various work-streams.

POLICE COLLEGE REVIEW IMPLEMENTATION

The Police College has established an Implementation Team in October 2016 to progress recommendations from the Police College Review Report dated September 2016. The Report's 50 recommendations are being progressed with relevant stakeholders and the support of the Implementation Team as per the timescales outlined in the report i.e. immediate, short, medium and long term.

Progress is monitored by the Police College Review Strategic Oversight Group chaired by ACC OSD and additionally through the Police College SMT monitoring and reporting structures as part of the 2017-18 Business Plan.

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The Northern Ireland Policing Board and The Police Service of Northern Ireland Annual Policing Plan 2017-18

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This document may also be made available upon request in alternative formats or languages. Requests for alternative formats should be made to the Northern Ireland Policing Board.

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