



Northern Ireland Audit Office

Continuous improvement arrangements in policing

REPORT BY THE COMPTROLLER AND AUDITOR GENERAL
27 February 2018



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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
Comptroller and Auditor General

Northern Ireland Audit Office
27 February 2018

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Abbreviations

C&AG	Comptroller and Auditor General
CJINI	Criminal Justice Inspection for Northern Ireland
HMICFRS	HM Inspectorate of Constabulary and Fire and Rescue Services
IPR	Individual Performance Review
NIPB	Northern Ireland Policing Board
OBA	Outcomes Based Accountability
PCSP	Police and Community Safety Partnership
PER	Project Evaluation Review
PfG	Programme for Government
PIR	Post Implementation Review
PPE	Post Project Evaluation
PPS	Public Prosecution Service
PSNI	Police Service of Northern Ireland

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 put the recommendations of the Patten Report on policing into practice. At the same time, the Police Service of Northern Ireland (the 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 (known as the Policing 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 audit 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 Policing 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 the PSNI's:
 - performance summary for the year ended 31 March 2017; and
 - Policing Plan for the year ended 31 March 2018.

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 2016-17 Performance Summary

– the Board has prepared and published a summary assessment of its own and the Chief Constable's performance in 2016-17, measured by performance targets and performance measures against the Board's Business Plan

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

and Policing Plan respectively. My work included examination, on a test basis, of the evidence supporting the performance indicators and measures set out in the 2016-17 Policing Plan; and

(ii) for the 2017-18 Policing Plan

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

the Board reported that it had achieved or partially achieved all of its targets. Overall, 38 of its targets for the year (81 per cent) had been fully achieved (77 per cent: 2015-16) and nine were partially achieved (19 per cent).

8. The PSNI's annual report 2016-17 sets out its performance against the Policing Plan. The report adequately reflects the objectives, measures and outcomes included in the 2016-17 Policing Plan. However, it is clear that most of the indicators and measures used in 2016-17 are not outcome based and report on activities and outputs. In my 2017 report, I recommended that the Board and the PSNI should review the Strategic Outcomes and key performance indicators and the measures that underpin them to focus more on demonstrating improvement in policing performance. Following that recommendation, the Board has been reviewing those measures to ensure that they are consistent with an outcomes based approach.

Main findings of my review

6. I have given an unqualified audit opinion on the 2016-17 Performance Summary and the 2017-18 Policing Plan (**Appendix 1**). I have also raised a number of issues and recommendations for the attention of the Board and the PSNI. The most significant are set out in the following paragraphs.

On 2016-17 performance – The Policing Board and the PSNI

7. Performance measures are published for both the Board and the PSNI in the Board's Business Plan and the Policing Plan respectively. The Board's Business Plan for 2016-17 included 47 targets, spread across four main objectives and

On the 2017-18 Policing Plan

9. The Policing Plan for 2017-18 reflects the Board's 2016-20 Strategic Outcomes document, and comprises the five overarching themes and nine Strategic Outcomes (reduced from 12 in 2016-17) underpinned by 25 measures.
10. In my 2016 report, I recommended a reduction in the number of performance indicators and measures in order to

Executive Summary

focus on the most important aspects of policing performance. The progress on reducing the numbers of indicators and measures and moving to an outcomes based approach is a welcome development and aligns with the new approach set out in the Executive's draft Programme for Government² (PfG). The Board and the PSNI, through engagement and partnership with other stakeholders, will need to identify appropriate outcomes, indicators and baselines that clearly demonstrate positive results for citizens and communities. Current performance measures do not provide adequate links to baselines and data that clearly demonstrate progress against Strategic Outcomes.

On continuous improvement arrangements

11. In last year's report I recommended that timely completion of reviews needed to be embedded into the governance arrangements for strategic improvement projects. The *ServiceFirst* change programme was established by the PSNI in 2013. It has been subject to consistent patterns of late delivery of projects; projects rolled forward from year to year; and existing projects being subsumed into new or other projects.
12. The PSNI needs to ensure that timescales set for the full completion and implementation of continuous improvement projects are realistic, and that sufficient resources are available

to complete projects as planned. This is particularly relevant in the current environment of austerity, where the PSNI faces significant resourcing challenges that impact on the delivery of its programmes and projects.

Update on the legislation supporting the continuous improvement arrangements

13. In my 2017 report, I noted that it is now time for the Department of Justice to consider changes to the legislation that underpins the audit of continuous improvement, which has been in place since 2000. The Department has conducted a preliminary review, considering legislation in other UK regions. It has found that many of the corresponding provisions to the Police (Northern Ireland) Act 2000 in the UK have been repealed and, for the most part, 'best value' arrangements in England and Wales no longer apply to the police. The role of the C&AG defined in the 2000 Act in respect of continuous improvement here now appears to be unique in the UK. The Department intends to research and consult further on the matter ahead of any decision to propose a change to the legislation. Any such proposal would be subject to Ministerial approval.

Status of the Board

14. The Policing Board is an independent public body made up of 19 political

and independent members. The nine independent members are appointed by the Justice Minister. The NI Assembly was dissolved from 26 January 2017 for an election in March 2017. At this date the Board members ceased to hold office. Following the election, as an NI Executive was not formed, no new political members were appointed to the Board and the Board has not been legally constituted.

15. The 2017-18 Policing Plan was developed in consultation with Board members and the PSNI which has been reporting performance against measures in the plan since April 2017. In November 2017, Board officials sought legal advice which confirmed that the Board's responsibilities for progressing the development, consultation and publication of a Policing Plan and Performance Plan are core functions of a properly constituted Policing Board. Board and PSNI officials have been able to progress preliminary work in developing the 2018-19 plans, however they cannot make the required assessments in order to prepare draft plans for consultation.
16. As a pragmatic solution the Department has recommended that the 2017-18 Policing Plan (which was agreed by the full Board before the last election) should be rolled forward to 2018-19. The 2018-19 year falls within the span of the Board's Strategic Outcomes for Policing 2016-2020, therefore the approved strategic context is already in place.

Summary of recommendations

R1: Through engagement and partnership with other stakeholders, the Board and the PSNI should more clearly link outcomes, indicators and baselines to demonstrate positive impacts on citizens and communities, aligned with wider PfG outcomes and indicators. Performance measures and indicators should be based on timely and accurate data, identifying appropriate baselines and demonstrating the delivery of Strategic Outcomes.

R2: The consistent subsuming of projects into new or other projects in the PSNI continuous improvement programme makes assessment of the delivery of objectives difficult. The PSNI must ensure that timescales set for the full completion and implementation of continuous improvement projects are realistic and that sufficient resources are available to complete projects as planned.

R3: The PSNI should ensure that all Post Project Evaluations are completed in accordance with PSNI procedures on a timely basis after the completion of a project.

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 (the PSNI), are exercised, with regard to economy, efficiency and effectiveness.

1.2 The Board must prepare and publish a Performance Plan (known as the Policing Plan) each financial year, containing details of how these continuous improvement arrangements are to be implemented. In particular, the Policing Plan must:

- identify performance indicators, by reference to which performance in exercising functions can be measured;
- set performance outcomes 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 measures; 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 the 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 Policing 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 (**Appendix 1**):

- certifying that I have audited the Policing Plan;
- stating whether I believe the Policing Plan was prepared and published in accordance with the requirements of section 28;
- stating whether I believe the performance indicators and measures are reasonable and, if appropriate, recommending changes to them;
- if appropriate, recommending how the Policing Plan should be amended

so as to accord with the requirements of section 28; and

- recommending whether the Department of Justice 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 of the Act.

1.6 In April 2017, I published a similar report³ summarising my audit of the previous (2016-17) Policing Plan. My 2017 report contained a number of recommendations that are presented at **Appendix 2**, along with an update from the PSNI and the Board on progress.

- **Part Three: Review of the Policing Plan 2017-18:** considering whether the Policing Plan meets the Board's statutory obligations and whether proposed performance indicators and measures are reasonable; and
- **Part Four: Operation of the Continuous Improvement Programme:** examining specific continuous improvements operating within the Board and the PSNI.

Scope of the review

1.7 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 Two: Review of 2016-17 Performance:** summarising the Chief Constable's performance in 2016-17 and the extent to which performance standards were met;

3 Continuous Improvement arrangements in Policing: Report by the Comptroller and Auditor General 4th April 2017 <https://www.niauditoffice.gov.uk/sites/niao/files/media-files/Continuous%20Improvement%20Arrangements%20In%20Policing%202017.pdf>

Part Two: Review of 2016-17 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 2016-17 meets the Board's statutory obligations.

Policing Board performance 2016-17

- 2.3 The Board's Corporate Plan for the period 2014 to 2017⁴ had an over-

arching theme of "promoting public confidence in policing" and its Business Plan for 2016-17⁵ comprised 47 targets split across the following four objectives:

- an effective and efficient Policing Board;
- an effective and efficient PSNI;
- effective engagement and communication; and
- partnership working.

- 2.4 This represents a small reduction in the number of targets from 2015-16 (48 targets) and reflects the achievement of three targets during 2015-16 and the inclusion of two new targets for 2016-17. In accordance with the legislation, the Board's performance was summarised in its Annual Report for 2016-17⁶. **Figure 1** presents a summary of the Board's performance

Figure 1: Policing Board performance against Business Plan targets, 2016-17

Objective	Targets	Fully Achieved	Partially Achieved	Not Achieved
An Effective and Efficient Policing Board	12	9	3	-
An Effective and Efficient PSNI	16	13	3	-
Effective Engagement and Communication	12	10	2	-
Partnership Working	7	6	1	-
Total	47	38	9	Nil

Source: NI Policing Board Annual Report 2016-17

4 NI Policing Board Corporate Plan 2014-2017 <https://www.nipolicingboard.org.uk/sites/nipb/files/media-files/corporate-plan-2014-17.pdf>

5 NI Policing Board Business Plan 2016-17 <https://www.nipolicingboard.org.uk/sites/nipb/files/media-files/policing-board-business-plan-2016-17.pdf>

6 NI Policing Board Annual Report and Accounts 2016-17 <https://www.nipolicingboard.org.uk/sites/nipb/files/media-files/northern-ireland-policing-board-annual-report-2016-2017.pdf>

against targets in its Business Plan. All of the targets contained in the 2016-17 Plan were reported as either fully or partially achieved. Of the 47 targets, 38 are reported as fully achieved (81 per cent) and nine were reported as partially achieved (19 per cent).

- 2.5 In my April 2017 report, I recommended that the Board should ensure it is consistent in its presentation of information when reporting performance. The performance information contained in the Board's Annual Report reproduces most of the information from the Board's Business Plan, thereby ensuring consistency in reporting between the two publications. The Annual Report contains additional narrative on key work streams. However, due to the level of detail provided and specialised nature of the content, it is difficult to link the additional narrative to the strategic objectives. In addition, some targets were reported as "partially achieved", however it was not always clear why they were described as such.

PSNI performance 2016-17

- 2.6 The Policing Plan for 2016-17⁷ set out how the PSNI would deliver the first year of the four year plan "Strategic Outcomes for Policing 2016-20"⁸. Both the Strategic Outcomes, and the Annual Policing Plan were published on 31 March 2016. They contain five

overarching themes with 12 Strategic Outcomes, summarised in **Figure 2**.

- 2.7 The PSNI's Annual Report 2016-17⁹ sets out its performance against the 2016-17 Policing Plan and the performance against the various measures is summarised in its Strategic Outcomes for Policing (**Appendix 3**). The report adequately reflects the objectives, measures and outcomes included in the Policing Plan. The additional background narrative for each strategic outcome is helpful to the reader, and is relevant to the objective under discussion. It is also straightforward to cross refer between the Plan and the disclosures in the Annual Report.
- 2.8 Reporting performance in policing is about identifying at a regional and national level what outcomes the Board and the PSNI want for citizens and communities and working with partners in justice; other public bodies; and community groups to deliver those outcomes. These need to be underpinned by effective outcome based indicators and measures that can be used to identify and quantify progress against those outcomes. It is clear that most of the indicators and measures used in 2016-17 are not outcome based and report on activities and outputs. Indeed, many of the measures presented do not have a baseline to measure performance against.

7 NI Policing Board Annual Policing Plan 2016-17 https://www.psn.police.uk/globalassets/inside-the-psni/our-strategy-and-vision/documents/final_pdf_-_policing_plan_2016-17.pdf

8 NI Policing Board Strategic Outcomes for Policing in Northern Ireland 2016-2020 <https://www.nipolicingboard.org.uk/sites/nipb/files/media-files/Strategic-outcomes-for-policing-2016-2020.pdf>

9 Police Service of Northern Ireland Annual Report and Accounts for the year ended 31 March 2017 <https://www.psn.police.uk/globalassets/inside-the-psni/our-departments/finance-and-support-services/documents/main-report.pdf>

Part Two:

Review of 2016-17 Performance

Figure 2: Strategic Outcomes for Policing 2016-2020

Theme	Strategic Outcome
1. Communication and Engagement	1.1 Increasing trust and confidence in policing
	1.2 Ensuring the PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions
2. Protection of people and communities	2.1 Reducing harm caused by crime and anti-social behaviour with a focus on protecting the most vulnerable
	2.2 Protecting and supporting repeat victims
	2.3 Keeping people safe on the roads
3. Reduction in offending	3.1 Working in partnership to identify and intervene with priority offenders
	3.2 Working in partnership to address serious and organised crime
	3.3 Working in partnership to address paramilitary activity
4. More efficient and effective delivery of justice	4.1 Delivering significant improvement in the quality of files and disclosure to the Public Prosecution Service
	4.2 Achieving an effective partnership with the Public Prosecution Service and other key partners in the Criminal Justice system in order to deliver an effective professional service which strives for positive outcomes for victims
5. More efficient and effective policing	5.1 Providing an efficient, effective police service focused on protecting frontline services and continually improving and responding to need
	5.2 Demonstrating the best use of resources for the PSNI

Source: NIAO summary based on Policing Plan 2016-17

2.9 In my 2017 report, I recommended that the Board and the PSNI should review the Strategic Outcomes and key performance indicators and the measures that underpin them to focus more on demonstrating improvement in policing performance. Following that recommendation, the Board has been

reviewing those measures and indicators and work is ongoing to develop the performance indicators and measures to ensure that they are consistent with an outcomes based approach.

Conclusion

- 2.10 The Board has consistently disclosed information on the Business Plan in the Annual Report and Accounts and the PSNI Annual Report adequately reflects the objectives, measures and outcomes included in the Policing Plan. This is to be welcomed.
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Part Three:

Review of the Policing Plan 2017-18

Part Three:

Review of the Policing Plan 2017-18

Introduction

- 3.1 In this part of the report, I consider:
- whether the Policing Plan for 2017-18 meets the Board's statutory obligations; and
 - whether the proposed performance indicators and performance measures are reasonable.

Development of the Policing Plan 2017-18

- 3.2 Section 25(1) of the Police (Northern Ireland) Act 2000 provides for the Board to determine the objectives for the policing of Northern Ireland. In 2017 I reported that the Board had developed a new longer-term strategy covering the period 2016 to 2020 which was set out in the Strategic Outcomes for Policing 2016-2020 document (paragraph 2.6).

- 3.3 The Strategic Outcomes for Policing 2016-2020 identified five key themes with 12 outcomes which the PSNI should achieve by 2020 with each theme having two or three Strategic Outcomes. The Policing Plan 2017-18¹⁰ sets out the second year of the 2016-20 four year strategy and has been refreshed, resulting in the Board reducing the number of its Strategic Outcomes from 12 to nine, merging three of the outcomes included in the Strategic Outcomes document. These nine Strategic Outcomes are supported by 25 measures (reduced from 26 in 2016-17). **Figure 3** sets out the original themes and Strategic Outcomes against the revised 2017-18 Policing Plan Strategic Outcomes for comparison.

10 NI Policing Board Annual Policing Plan 2017-18 <https://www.psn.i.police.uk/globalassets/startpage/nipb-policing-plan-2017-dr.15.pdf>

Figure 3: The Board has reduced the number of its Strategic Outcomes

Theme	Policing Board's Strategic Outcomes for Policing 2016-2020	Annual Policing Plan 2017-18 Strategic Outcome
1. Communication and Engagement	1.3 Increasing trust and confidence in policing	1.1 Trust and confidence in policing
	1.4 Ensuring the PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions	1.2 PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions
2. Protection of people and communities	2.1 Reducing harm caused by crime and anti-social behaviour with a focus on protecting the most vulnerable	2.1 Harm caused by crime and anti-social behaviour is reduced with a focus on protecting the most vulnerable, including repeat victims
	2.2 Protecting and supporting repeat victims	
	2.3 Keeping people safe on the roads	2.2 People are safe on the roads
3. Reduction in offending	3.1 Working in partnership to identify and intervene with priority offenders	3.1 Identify and intervene with priority offenders
	3.2 Working in partnership to address serious and organised crime	3.2 Tackle serious and organised crime
	3.3 Working in partnership to address paramilitary activity	3.3 Tackle paramilitarism
4. More efficient and effective delivery of justice	4.1 Delivering significant improvement in the quality of files and disclosure to the Public Prosecution Service	4.1 Achieve an effective partnership with the Public Prosecution Service and wider criminal justice agencies to deliver more positive outcomes for victims
	4.2 Achieving an effective partnership with the Public Prosecution Service and other key partners in the Criminal Justice system in order to deliver an effective professional service which strives for positive outcomes for victims	
5. More efficient and effective policing	5.1 Providing an efficient, effective police service focused on protecting frontline services and continually improving and responding to need	5.1 An efficient and effective police service
	5.2 Demonstrating the best use of resources for the PSNI	

Source: NIAO summary based on Policing Plan 2017-18

Part Three:

Review of the Policing Plan 2017-18

Review of performance indicators and measures

- 3.4 In my 2017 report, I reported that many of the Strategic Outcomes in the Policing Plan described activities rather than outcomes and recommended that the Board and the PSNI should review the Strategic Outcomes and key performance indicators and measures which underpin them to ensure that they are clearly defined and time bound; are outcome based and focus on demonstrating improvement in policing performance in line with the Board's and the PSNI's strategic priorities. Progress has been made in moving to an outcomes based approach. However, many of the Strategic Outcomes continue to describe activities (for example "*PSNI engages with communities...*" and "*Tackle serious and organised crime*"), rather than the outcome the Board and the PSNI would like to achieve for communities they serve.
- 3.5 Applying an outcomes based approach requires public bodies to identify both performance indicators and performance measures. The performance indicators are used to quantify the achievement of outcomes identified and provide an insight into progress. Performance measures are used to evaluate how well a project, programme or service is performing, measuring either quantity or quality.
- 3.6 In my last two reports I have recommended a reduction in the number of performance indicators and
- measures. The need to reduce the number of measures remains. Whilst described as measures, there are few examples of baselines or measurement criteria included, meaning it is difficult to understand how the measures will contribute to delivering each of the Strategic Outcomes. The definition of the measures is not always specific – using terms such as increase, improve, reduce, demonstrate, and implement. There are few examples of clear baselines or data that would provide evidence of progress in achieving the desired outcomes.
- 3.7 The 2017-18 Policing Plan includes a performance monitoring framework. The purpose of this is to provide clarity to the PSNI on the indicators which will form the basis of the information reported to the Board throughout the course of the year, and be used to assess performance against the measures included within the Policing Plan. There are 93 indicators of which 45 are described as "quantitative". However, as with the measures supporting the Strategic Outcomes, it is not clear how outcomes will be measured; whether there is a baseline; or if there are any targets or timeframe other than the duration of the plan. Only a few specifically refer to information sources which could provide quantitative data. For the data sources referred to there are no links or information on where they can be found or how frequently they are produced.

Conclusion

- 3.8 The progress on reducing the numbers of indicators and measures and moving to an outcomes based approach is a welcome development and aligns with the new government-wide approach set out in the Executive's draft Programme for Government¹¹ (PfG). The Board and the PSNI, through engagement and partnership with other stakeholders, will need to identify appropriate outcomes, indicators and baselines that clearly demonstrate positive results for citizens and communities. Current performance measures do not provide adequate links to baselines and data that clearly demonstrate progress against Strategic Outcomes.

Recommendation 1

Through engagement and partnership with other stakeholders, the Board and the PSNI should more clearly link outcomes, indicators and baselines to demonstrate positive impacts on citizens and communities, aligned with wider, PfG outcomes and indicators. Performance measures and indicators should be based on timely and accurate data, identifying appropriate baselines and demonstrating the delivery of Strategic Outcomes.

11 Programme for Government Consultation Document NI Executive October 2016 <https://www.northernireland.gov.uk/consultations/programme-government-consultation>

Part Four:

Operation of the Continuous Improvement Programme

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 the 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 the PSNI. As noted in paragraphs 14 to 16 in the Executive Summary, in the absence of a legally constituted Board, the PSNI has continued to provide updates to Board officials who monitor progress against the 2017-18 Policing Plan and the PSNI continuous improvement projects.

Definition of Continuous Improvement

- 4.3 My 2017 report recommended that the Board and the PSNI develop a clear definition and shared understanding of continuous improvement to drive projects and demonstrate impact in terms of the outcome for citizens. Following that recommendation, the Chief Constable and the Chair of the Board agreed a definition which will be integral to the 2018-19 Performance Plan - "*Working collaboratively to continuously identify and implement improvements to the economy, efficiency and effectiveness*

of policing and to evaluate progress and impact on service provision to the community".

Continuous improvement within the Policing Board

- 4.4 The Board established a review of the Injury on Duty Appeal process as its continuous improvement project for 2016-17. The Injury on Duty Award Scheme is governed by the Police Service of Northern Ireland and Police Service of Northern Ireland Reserve (Injury Benefit) Regulations 2006. The review identified that when an appeal was lodged against the Board's decision, any further medical evidence was reconsidered by the Board's Selected Medical Practitioner before being referred to the Independent Medical Referee. However, the reconsideration by the Selected Medical Practitioner was not a requirement of the legislation and was delaying the appeals process.
- 4.5 Information dating back to January 2015 found that of 82 appeals reviewed, 83 per cent of decisions were unchanged by the Selected Medical Practitioner. The review recommended that when the appeals process is initiated, all additional medical evidence should be provided within a specified period of time to the Independent Medical Referee to make the final decision. The Board's Performance Committee revised

the Injury on Duty Appeal procedure in October 2016. A Post Project Evaluation completed in May 2017 found that the amended process made the Injury on Duty Appeal process more efficient, reducing the time taken for appeals, and has provided a cost saving to the Board, which it estimates to be between £24,000 and £47,000.

Continuous improvement within the PSNI

4.6 The PSNI had agreed a process to provide the Board with a report on continuous improvement projects twice a year, through the Board's Partnership Committee; Resources Committee; or Performance Committee. This process remained while the Board was constituted and a mid-year report providing a status report on all of the projects was submitted to the Resources Committee in October 2016. Board members provided the PSNI with feedback on updates on the continuous improvement projects up to January 2017. Papers submitted to the Board up to January 2017 formed the basis of the Continuous Improvement Strategy 2017-18 and the Board's Annual Report for 2016-17.

4.7 In the absence of a legally constituted Board, the PSNI continues to provide updates to Board officials who monitor progress against the 2017-18 Policing Plan. In the absence of a formal

year-end progress report, the 2017-18 Policing Plan provides an update on most of the 2016-17 continuous improvement projects, as well as projects planned for 2017-18.

4.8 The continuous improvement strategy for 2016-17 is similar to that of previous years, employing a three strand approach:

- Strand 1 - selection of strategic improvement projects;
- Strand 2 - a programme of external inspections; and
- Strand 3 - project assurance to the Board's Resources Committee.

Management of the continuous improvement strategy lies with the PSNI's Corporate Development Team, under the direction of the Deputy Chief Constable.

Strand 1: Strategic Improvement Projects 2016-17

4.9 Nine projects were selected by the PSNI Senior Executive Team for the PSNI Continuous Improvement Programme - **Figure 4.**

Part Four:

Operation of the Continuous Improvement Programme

Figure 4: PSNI Continuous Improvement Programme 2015-16 and 2016-17

Project	Period	Target Date Original/Revised	Status at last NIPB Update	Status per 17-18 Policing Plan
Policing with the Community (PWC)	Brought forward from 2015-16	31 March 2017 Full Implementation due 2017-18	On Track	Rolled Forward into 2017-18
Priority Based Resourcing (PBR)	New project 2016-17	31 March 2017	On Track	Rolled Forward into 2017-18
Demand Profiling	New project 2016-17	31 March 2017 (Phase 2)	On Track	Rolled Forward into 2017-18
Working Together (with the Public Prosecution Service (PPS))	New project 2016-17	Implementation to commence December 2016	Delayed	Rolled Forward into 2017-18
Review of Crime Operations Department (COD)	Brought forward from 2015-16	31 March 2017	On Track	Subsumed into PBR Rolled Forward into 2017-18
Viper, DESU/VIU	New project 2016-17	31 March 2017	Delayed	Not noted
Custody Reform	Brought forward from 2014-15 and 2015-16 - was originally two projects Custody Suite Estate and Healthcare	31 March 2017	Estates On Track Healthcare Delayed	Rolled Forward into 2017-18
Review of Corporate Communication Department (CCD)	Brought forward from 2015-16	31 March 2017	On Track	Complete
Review of Business Services	Brought forward from 2014-15 and 2015-16	31 March 2015 31 March 2017 (revised)	On Track	Complete

Source: NIAO based on information supplied by the Board and the PSNI

- 4.10 In previous years, I have raised concerns over the limited information presented by the PSNI to the Board on the in-year progress of continuous improvement projects. My review of in-year reports to the Board Committees during 2016-17 has found evidence of more detail and proactive engagement between the PSNI and the Board. However, most of the reports examined still contain little specific detail on progress detail on progress. The PSNI told us that it will continue to work with the Policing Board to ensure that the information provided around the in-year progress of the continuous improvement projects contains the level of detail it requires.
- 4.11 Four of the nine continuous improvement projects for 2016-17 were new. Of the remaining five projects, two had commenced in 2014-15 and three were brought forward from 2015-16. There are no new projects commencing in 2017-18 and only two projects were fully completed during the 2016-17 year.
- 4.12 The Custody Reform project originally began as two separate projects in 2014-15 (Custody Suite Estate and Healthcare). The revised target date set for completion of the Custody Reform project was March 2017. However, the project has been rolled forward again to the 2017-18 Policing Plan. The last update to the Board showed that while the Estates element was on track, Healthcare has been delayed. The PSNI explained that the main factor contributing to this delay was establishing ongoing collaborative working arrangements with the various Health Trusts.
- 4.13 Of the three projects brought forward from 2015-16, the Review of Corporate Communications Department was completed in 2016-17; Policing with the Community has rolled forward into 2017-18; and the Review of the Crime Operations Department is reported in the Policing Plan as being subsumed into a new project – “Priority Based Resourcing” which has been rolled forward into 2017-18.
- 4.14 The Viper, DESU/VIU project was a new project for 2016-17. Its position is less clear as no update was included in the 2017-18 Policing Plan. The PSNI provided us with an update during our fieldwork, explaining that the Viper element of the project is complete and the DESU/VIU element is under consideration as a future project.
- 4.15 In my 2017 report, I raised concerns over programme and project management arrangements and the need to ensure that arrangements are effective in supporting the delivery of a continuous improvement programme. The consistent patterns of missing target dates for the delivery of projects; rolling forward projects from year to year; and subsuming projects into new or other projects makes it difficult to monitor progress on the continuous improvement programme and is indicative of continuing issues around the PSNI’s project management. The PSNI contends that it continues to face challenges in delivering its significant
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change projects in its current operating environment, many of which affect the implementation of projects and completely outside its control.

- 4.16 As raised in my 2017 report, the PSNI needs to ensure that timescales set for the full completion and implementation of continuous improvement projects are realistic, and that sufficient resources are available to complete projects as planned. This is particularly relevant in the current environment of austerity, where the PSNI faces significant resourcing challenges that impact on the delivery of its programmes and projects.

The *ServiceFirst* Programme

- 4.17 The original *ServiceFirst* Programme Board was set up in October 2013 to monitor the individual projects included in the business case supporting the programme. However, the Programme Board was replaced by a *ServiceFirst* Board established in February 2016 and the new Board has subsumed additional responsibilities covering Corporate Policy and Strategy; Monitoring and Accountability; and Self-Effectiveness Review. The delivery of the objectives and completion of the original *ServiceFirst* projects is not clear and the consistent subsuming of projects into new or other projects, which are also branded as *ServiceFirst* projects, makes an assessment of the delivery of objectives difficult.

Recommendation 2

The consistent subsuming of projects into new or other projects in the PSNI continuous improvement programme makes assessment of the delivery of objectives difficult. The PSNI must ensure that timescales set for the full completion and implementation of continuous improvement projects are realistic and that sufficient resources are available to complete projects as planned.

Strand 2: External inspections 2016-17

- 4.18 As in previous years, a programme of external inspections was undertaken by the Criminal Justice Inspection for Northern Ireland (CJINI) and HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) (**Appendix 4**). All reports and corresponding recommendations accepted by the PSNI Service Executive Team are captured on an 'Overview' database, and tracked through to final completion. Outstanding recommendations are also an agenda item of the Audit and Risk Committee. The CJINI and HMICFRS inspection programmes extend across all aspects of the PSNI's work. There is no specific focus on the continuous improvement projects.

Strand 3: Project assurance Continuous Improvement programme

- 4.19 This strand seeks to provide assurance to the Policing Board that the continuous improvement projects are progressing and realising benefits to service delivery.
- 4.20 Section 28(2) of the Police (Northern Ireland) Act 2000 requires the Board to review the way in which its functions are exercised. Part of this process is the completion of project implementation reviews which should be carried out by the PSNI on continuous improvement projects to review implementation and the extent to which targets and milestones were met, and to assess the initial impacts of the project.
- 4.21 In last year's report I recommended that timely completion of reviews should be embedded into the governance arrangements for strategic improvement projects. At the time of publication of my 2017 report (April 2017), the PSNI had not completed reviews for any of the continuous improvement projects from 2013-14 or 2014-15. I understand that the PSNI has drafted and submitted a reporting schedule for Post Implementation Reviews (PIRs) to the Board. These should be submitted to the relevant Board Committee once they have been completed. Board officials have told us that continuous improvement projects are kept under review, (currently by officials in the absence of a Board), but that they do not monitor the Post Project Evaluation (PPE) process for

projects which were selected for continuous improvement in earlier years.

- 4.22 The PSNI Post Project Evaluation process is in two parts. Firstly a Project Evaluation Review (PER) should be completed at project closure, that is, implementation of the operational stage. A Post Implementation Review (PIR) should then be completed 6 to 12 months after project closure by an individual independent of the Project Board and Project Team. The PSNI has advised me that the PPE process was not in place for the earliest continuous improvement projects. I have also been advised that for projects which are subsumed or superseded by the *ServiceFirst* Board there is no formal evaluation process. It is clear that the PSNI has not yet finalised many of the outstanding PPEs.

Recommendation 3

The PSNI should ensure that all Post Project Evaluations are completed in accordance with PSNI procedures on a timely basis after the completion of a project.

Conclusion

- 4.23 In last year's report I recommended that timely completion of reviews needed to be embedded into the governance arrangements for strategic improvement projects. Collection and communication of relevant lessons learned is a

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key component of the process and comparison of costs incurred and benefits being realised against the projected costs and benefits anticipated from projects must be considered. It is important that these are done in a timely way.

- 4.24 The PSNI needs to ensure that timescales set for the full completion and implementation of continuous improvement projects are realistic, and that sufficient resources are available to complete projects as planned. This is particularly relevant in the current environment of austerity, where the PSNI faces significant resourcing challenges that impact on the delivery of its programmes and projects.
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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 2017; and
 - performance plan for the year ended 31 March 2018.

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 2016-17, 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 2016-17 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 measures for 2017-18 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 improvement are in place, that the plan includes those matters prescribed in legislation, and that the arrangements for publishing the plan complied with those requirements.
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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 2017 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 2018, as required by the Police (Northern Ireland) Act 2000; and
 - the performance indicators included within the Policing Plan 2017-18 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
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Belfast
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6 February 2018

Appendix 2:

Progress on Recommendations in the Comptroller and Auditor General's Report (April 2017)

Recommendation	NIPB/PSNI Management Response	Progress Update
<p>Recommendation 1 (page 14)</p> <p>The Board and the PSNI should follow a consistent presentation of information when reporting performance. Information should be sufficiently detailed to enable the reader to link reported performance to objectives and understand why targets were not met.</p>	<p>Accepted.</p> <p>The Board will provide performance information regarding all of its business objectives within its Annual Report consistently in order to seek to further improve the reporting of its performance as set out in paragraph 2.5. The Board will prioritise the objectives and provide explanations on the reasons why specific targets have not been met. Board officials have met with PSNI officials to ensure reporting on performance is consistent and sufficiently detailed to allow the reader to easily link performance to the planned targets as set out in the Policing Plan and this will be actioned within this year's Annual Report.</p>	<p>Board officials met with PSNI counterparts and agreed a consistent approach to presenting performance information. This was actioned and included within the Board's NIPB Annual Report and Accounts and PSNI's Annual Report.</p>
<p>Recommendation 2 (page 22)</p> <p>The Board and the PSNI should review the Strategic Outcomes and key performance indicators and measures which underpin them to ensure that they are clearly defined and time bound, are outcome based and focus on demonstrating improvement in policing performance in line with the Board's and the PSNI's strategic priorities.</p>	<p>Accepted.</p> <p>The Board and PSNI have reviewed the Strategic Outcomes for the 2017-2018 Policing Plan which has resulted in a reduction in the overall number of outcomes from 12 to 9. The Strategic Outcomes are now written statements that describe an intended outcome which can be measured through the targets and subsequent performance framework within the Plan. The measures and performance framework are designed to capture improvement in police performance in line with both the Board and PSNI's Strategic Priorities. All measures within the Plan will be time bound and an explanation of this will be given in the introduction to the Plan. Any outcome related measure will be clearly defined and outcome based.</p>	<p>The Strategic Outcomes have been reviewed and agreed to be reduced from 9 in the Policing Plan 2017-18 to 6 in the Policing Plan 2018-19. Work is ongoing with PSNI in developing the performance indicators and measures to ensure that they are consistent with the OBA framework and demonstrate a continuous improvement approach in line with a newly agreed definition between the Board and PSNI (see Recommendation 3 below).</p>

Appendix 2: (continued)

Recommendation	NIPB/PSNI Management Response	Progress Update
<p>Recommendation 3 (page 23)</p> <p>The Board and the PSNI should develop a clear definition and shared understanding of continuous improvement to drive a clear set of projects and demonstrate impact in terms of the outcome for citizens.</p>	<p>Accepted.</p> <p>The Board and PSNI will develop and agree a clear understanding and definition of Continuous Improvement.</p>	<p>The Chief Constable and the Chair of the Board agreed a definition of continuous improvement on 16 August 2017. This will be an integral part of the 2018-19 Performance Plan, underpinning all outcomes, indicators and measures in the plan.</p>
<p>Recommendation 4 (page 27)</p> <p>The Board and the PSNI should examine current programme and project management arrangements to ensure that they support the effective delivery of the continuous improvement programme.</p>	<p>Accepted.</p> <p>A revised and more comprehensive template for reporting against each project has been developed by the Board and PSNI and will be implemented to monitor the continuous improvement programme for the 2017-18 year.</p>	<p>As part of the Board's Performance Monitoring Framework, PSNI and the Board have agreed a reporting template for continuous improvement projects which emphasises the need for clear management arrangements to ensure delivery of the projects. PSNI is required to report progress against timescales which are realistic and achievable for completion for various stages of each project .</p>

Appendix 2: (continued)

Recommendation	NIPB/PSNI Management Response	Progress Update
<p>Recommendation 5 (page 28)</p> <p>Benefits realisation is an important part of the continuous improvement process.</p> <p>Timely completion of reviews should be embedded into the governance arrangements for strategic improvement projects.</p>	<p>Accepted.</p> <p>Post Implementation Reviews (PIRs) will be required upon completion of all 2017-18 Continuous Improvement projects. The Board and PSNI will also implement a schedule for PIRs on Continuous Improvement projects which have been completed.</p>	<p>PSNI has drafted and submitted a reporting schedule for post implementation reviews linked to Continuous Improvement projects. These will be submitted to relevant Board committees once they have been completed.</p>

Appendix 3: Strategic Outcomes for Policing 2016-2020

Theme	Strategic Outcome	Measures	Status
1. Communication and Engagement	1.1 Increasing trust and confidence in policing	Increase the level of public confidence in the police's ability to provide an ordinary day-to-day service and in the local police.	Partially Achieved
		Where confidence in policing is lower, PSNI along with the Board, Police & Community Safety Partnerships (PCSPs) and District Commanders will select six areas across Northern Ireland in which to conduct qualitative research. Thereafter the PSNI will report to the Board twice yearly on initiatives in these areas to improve confidence.	Fully Achieved
		PSNI with the Board, PCSPs, expert stakeholders and District Commanders will conduct targeted qualitative research where young peoples' confidence in policing is lower. Thereafter the PSNI will report to the Board twice yearly on initiatives in these areas to improve confidence.	Fully Achieved
		Report to the Board on the Complaints Reduction Strategy, showing reductions in the most frequent types of allegations.	Partially Achieved
		By June 2016 to develop a Positive Action Plan to address underrepresentation in respect of gender and community background in identified Departments and Branches and report to the Board twice yearly on implementation.	Fully Achieved

Appendix 3: (continued)

Theme	Strategic Outcome	Measures	Status
	1.2 Ensuring the PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions	<p>Implement the Policing with the Community Project and report on its progress specifically referencing: The development and delivery of the action plan informed by the internal PSNI Wellbeing Survey.</p> <p>Show that the Policing with the Community ethos is evidenced in all personnel's Individual Performance Reviews (IPRs) and in all service policies, procedures and literature.</p> <p>Carry out a scoping exercise to inform the development of a Collaborative Working Plan for PSNI, which will set out how PSNI works with communities and PCSPs to deliver positive outcomes for communities.</p>	<p>Partially Achieved</p> <p>Fully Achieved</p> <p>Fully Achieved</p>
2. Protection of people and communities	2.1 Reducing harm caused by crime and anti-social behaviour with a focus on protecting the most vulnerable	<p>Implement and assess the impact of interventions to support service to the most vulnerable, in partnership with others and report to the Board.</p> <p>Implement and evaluate models of good practice in areas of high deprivation (and/or high crime) to address anti-social behaviour including repeat victimisation and report to the Board.</p> <p>Hate Crimes: Increase the outcome rate by 2% points for crimes with a racist motivation, a homophobic motivation or a sectarian motivation.</p> <p>Crimes against older people: Increase the outcome rate for burglary against older people by 2% points by 31 March 2017 compared to the outcome rate recorded in 2015-16: and reduce the number of offences committed against older people by 2% by 31 March 2017 compared to the number of offences recorded in 2015-16.</p>	<p>Partially Achieved</p> <p>Fully Achieved</p> <p>Not Achieved</p> <p>Fully Achieved</p>

Appendix 3: (continued)

Theme	Strategic Outcome	Measures	Status
		Sexual offences.	Fully Achieved
		Child sexual exploitation and child abuse.	Fully Achieved
		Missing persons.	Fully Achieved
		Looked after children.	Fully Achieved
		People with mental health concerns.	Fully Achieved
		Report to the Board on activity, initiatives and outcomes in relation to Domestic Abuse, taking account of the implementation of the recommendations from the Board's Domestic Abuse Thematic Update Report.	Fully Achieved
	2.2 Protecting and supporting repeat victims	Develop and enhance systems to identify repeat victims.	Partially Achieved
	2.3 Keeping people safe on the roads	Provide regular updates to the Board on its contribution towards the achievement of the targets contained within the Northern Ireland Road Safety Strategy to 2020 through education, prevention and increased enforcement activity with an increase of 10% in the specified number of road safety related offences detected compared to the number recorded in 2015-16.	Not Achieved
3. Reduction in offending	3.1 Working in partnership to identify and intervene with priority offenders	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.	Fully Achieved

Appendix 3: (continued)

Theme	Strategic Outcome	Measures	Status
	3.2 Working in partnership to address serious and organised crime	<p>Increase the number of organised crime groups whose activities have been frustrated, disrupted and/or dismantled by 3% compared to the number recorded in 2015-16.</p> <p>Report to the Board on initiatives, interventions and outcomes in relation to drugs and to increase by 3% the number of drugs seizures compared to the number recorded for 2015-16.</p> <p>Report to the Board on work carried out in partnership with other law enforcement agencies in respect of the pursuit of criminal assets of all kinds.</p> <p>Report to the Board on initiatives, interventions and outcomes in relation to:</p> <ul style="list-style-type: none"> - Cyber dependent, enabled and facilitated crime. - Human exploitation and trafficking. 	<p>Fully Achieved</p> <p>Not Achieved</p> <p>Fully Achieved</p> <p>Fully Achieved</p> <p>Fully Achieved</p> <p>Fully Achieved</p>
	3.3 Working in partnership to address paramilitary activity	<p>Report to the Board on PSNI's contribution to the Joint Agency Task Force established under the Fresh Start Agreement.</p> <p>Report to the Board on PSNI activity to tackle paramilitary activity in Northern Ireland.</p>	<p>Fully Achieved</p> <p>Fully Achieved</p>

Appendix 3: (continued)

Theme	Strategic Outcome	Measures	Status
4. More efficient and effective delivery of justice	4.1 Delivering significant improvement in the quality of files and disclosure to the Public Prosecution Service (PPS)	Improve the effectiveness and efficiency of the working relationship between PSNI and the PPS and report to the Board.	Fully Achieved
	4.2 Achieving an effective partnership with the Public Prosecution Service and other key partners in the Criminal Justice system in order to deliver an effective professional service which strives for positive outcomes for victims	Decrease by 5% the number of statute barred cases by 31 March 2017 compared to the number recorded in 2015-16. Report to the Board on progress made in reference to legacy cases.	Fully Achieved Fully Achieved
5. More efficient and effective policing	5.1 Providing an efficient, effective police service focused on protecting frontline services and continually improving and responding to need	Report to the Board on the implementation of the HMIC efficiency inspection and indicate PSNI's plans to match their human and financial resources to meet demand for PSNI services.	Fully Achieved
	5.2 Demonstrating the best use of resources for the PSNI	Reduce average working days lost (AWDL) for Police Officers and Police Staff by 10% by 31 March 2017 compared to the number recorded in 2015-16.	Partially Achieved

Source: NIAO Summary based on Policing Plan 2016-17

Appendix 4:

PSNI Inspection Programme 2016-17

CJINI Inspections	Status
Driving Change	Published Report 29/9/2016
Coronial Process	Published Report 8/12/2016
Cyber Crime	Published Report 21/6/2017
How Criminal Justice Agencies deal with Hate Crime	Ongoing
The availability and use of management and performance information across the criminal justice system	Ongoing
Reducing Offending Partnerships	Ongoing
Equality and Diversity monitoring by the Criminal Justice Agencies	Ongoing
The availability and use of management and performance information across the criminal justice system	Ongoing
The impact of the abuse of alcohol and drugs on the criminal justice system	Ongoing
Resettlement	Ongoing
Business Crime	Ongoing
HMIC Inspections	Status
PEEL: Police Efficiency	Published August 2016
PEEL: Police Effectiveness (Vulnerability)	Published August 2016

NIAO Reports 2017

Title	Date Published
2017	
Continuous Improvement Arrangements in Policing	04 April 2017
Management of the Transforming Your Care Reform Programme	11 April 2017
Special Educational Needs	27 June 2017
Local Government Auditor's Report	05 July 2017
Managing children who offend	06 July 2017
Access to finance for small and medium-sized enterprises (SME's) in Northern Ireland	26 September 2017
Managing the Risk of Bribery and Corruption: A Good Practice Guide for the Northern Ireland Public Sector	14 November 2017
Homelessness in Northern Ireland	21 November 2017
Managing the Central Government Office Estate	30 November 2017



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