



National Audit Office

**REPORT BY THE
COMPTROLLER AND
AUDITOR GENERAL**

**HC 514
SESSION 2009–2010**

31 MARCH 2010

Northern Ireland Policing Board: Continuous improvement arrangements

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National Audit Office

Northern Ireland Policing Board: Continuous improvement arrangements

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Amyas Morse
Comptroller and
Auditor General

National Audit Office

29 March 2010

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Summary

Background

1 The Northern Ireland Policing Board (the Policing Board) was set up on 4 November 2001 by the Police (Northern Ireland) Act 2000, which was designed to put the recommendations of the Patten Report on policing into practice. At the same time, the Police Service of Northern Ireland (PSNI) came into being, replacing the Royal Ulster Constabulary.

2 Section 28 of the Police (Northern Ireland) Act 2000 requires the Policing Board 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 are exercised, with regard to economy, efficiency and effectiveness. The Policing Board is required to prepare and publish a performance plan for each financial year, detailing how the continuous improvement arrangements are to be implemented. It also needs to prepare and publish a performance summary.

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

3 As the Comptroller and Auditor General, I am required to audit the performance plan and performance summary under Section 29 of the Police (Northern Ireland) Act 2000 and to send a report to the Northern Ireland Policing Board, the Chief Constable of the Police Service of Northern Ireland, and the Secretary of State for Northern Ireland.

4 I have also reviewed the arrangements in place to secure continuous improvement under Section 30 of the Police (Northern Ireland) Act 2000.

5 This is the seventh report. The findings from my work are set out in detail in the following parts of this report:

- Part 1: The performance plan for 2009-10 and the performance summary for 2008-09.
- Part 2: Operation of the arrangements to secure continuous improvement.

Appendix One gives further details of the basis and scope of this report.

Main findings of my review

6 On the performance plan 2009-10 and the performance summary for 2008-09

- The Policing Board has prepared and published a performance plan and a performance summary in accordance with the Police (Northern Ireland) Act 2000. My audit opinion is given at Appendix Two.
- The Policing Board has put in place 26 performance targets for 2009-10 outlined in the performance plan. The targets are reasonable and have clear deadlines for achievement.
- The Policing Board's assessment of its own and the Chief Constable's performance in 2008-09 is reasonable, and includes clear detail on the outturn against each target.
- The systems used to produce the regular crime statistics and road safety data have not functioned in a timely manner, and as a result the validated figures for reporting against targets, in-year, are subject to delay.

7 On the continuous improvement arrangements

- The process of continuous improvement includes a working group formed of stakeholders from the main inspection bodies together with the PSNI and the Policing Board – the Continuous Improvement Strategic Working Group (CISWG). CISWG did not meet during 2008-09 and therefore the coordination of inspection activities and the in-year monitoring of progress and improvements were not as strong or timely as they may have been.
- The Policing Board completed Post Implementation Reviews (PIRs) on three Best Value reviews: Holding the Chief Constable to Account (2006-07), NIPB Community Engagement (2007-08), and Protecting Vulnerable People (2007-08), and found that 85 per cent of the recommendations had been fully implemented. It also revisited nine reviews from 2004-05 to 2006-07 to determine whether there was continuing progress since its original review. Only 8 per cent of the recommendations in these nine reviews had not been fully implemented.
- The tracking and monitoring of progress towards the implementation of recommendations for improvement through the PSNI's Overview database operated as planned in 2008-09, though more could be done to improve the timeliness of the sign-off of implementation, and to demonstrate the quality of the implementation and the securing of the expected improvement.
- The Policing Board and the PSNI have adopted new arrangements for 2009-10, which should support continuous improvement going forward. However, much more clarity is needed as to how these arrangements will be conducted.

Recommendations

- In order to facilitate effective monitoring of progress against targets, it is important that the Policing Board and PSNI ensure that timely and complete data is available from all systems that maintain performance data.
- In order for the CISWG to be effective, it should ensure that focused meetings are held at least three times a year.
- There are thirty-three Best Value recommendations that are yet to be implemented – two from the reviews which had their first PIR in 2008-09 and thirty-one from reviews which had their first PIR prior to 2008-09. It is important that the remaining recommendations are implemented as soon as practicable.
- To further support continuous improvement, the focus needs to move beyond the quantity of recommendations cleared to also challenge the quality of implementation at each stage of the monitoring process.
- To assist in keeping the Overview database up-to-date, Accountable Officers should have a time limit by which their sign-off approval must be completed.

Part One

The performance plan for 2009-10 and performance summary for 2008-09

Introduction

1.1 In this part I report whether:

- the performance plan published in the Policing Plan for 2009-12 meets the Policing Board's statutory obligations (paragraphs 1.2 to 1.4);
- the proposed performance indicators and standards are reasonable (paragraphs 1.5 to 1.8);
- the systems in place to produce performance information in support of the performance indicators and standards are appropriate (paragraphs 1.9 to 1.15); and
- the performance summary published in the Policing Board's annual report for 2008-09 meets the Policing Board's statutory obligations (paragraphs 1.16 to 1.20).

The performance plan

1.2 The Northern Ireland Policing Board has prepared and published a continuous improvement performance plan for 2009-10, within the 2009-12 Policing Plan¹.

1.3 The performance plan includes a planned approach to continuous improvement by the PSNI and the Policing Board (Part Five), and includes performance indicators and targets (Part Two).

1.4 The performance plan has therefore been prepared and published in accordance with the Police (Northern Ireland) Act 2000. My audit opinion is given at Appendix Two.

¹ The Northern Ireland Policing Board and the Police Service of Northern Ireland Policing Plan 2009-12, published in March 2009.

The proposed performance indicators and standards

1.5 The Police (Northern Ireland) Act 2000 requires that the Policing Board identifies performance indicators and targets in its performance plan to measure the performance of existing functions of the Policing Board and the PSNI. Part Two of the three-year Policing Plan for 2009-12 includes a number of performance indicators and targets that have been determined by the Policing Board following consultation with the Chief Constable, District Policing Partnerships and the public.

1.6 The 2008-09 performance plan set 30 targets. The number has decreased to 26 for the 2009-10 plan. The reasons for discarding some of the 2008-09 targets are explained in the Policing Plan, allowing the reader to understand changes.

1.7 I have assessed whether each target is Specific, Measurable, Achievable, Relevant and Time related. I found that the targets are generally fairly expressed against the five criteria. However, while some targets indicate that performance should be increased against some indicators, they do not specify the degree to which the performance should be increased. As a result, some targets are not specific. Detailed findings from my review of individual standards and indicators are set out at Appendix Three.

Recommendation

1.8 Each target should indicate the degree of improvement that is required.

Systems to produce performance information in support of the performance indicators and standards

1.9 Performance information comes from data systems, the results of the Northern Ireland Omnibus survey and victims' survey and PSNI's integrated Call Management system. The data drawn from the PSNI's crime recording systems is validated by the PSNI's Central Statistics Unit (CSU) which follows Home Office guidelines. The data drawn from other PSNI business systems is reviewed by CSU for month-to-month consistency. I have reviewed the system of validation checks (which includes the new targets for 2009-10), and consider them to be appropriate.

1.10 The PSNI introduced a new crime recording system called NICHE, which replaced the Integrated Crime Information System (ICIS) from April 2007. Last year I reported that there were delays to the production of the quarterly crime targets and the whole year's road safety targets following the introduction of NICHE.

1.11 I found that the information flow into NICHE from individually completed crime recording forms is sufficient to support the measurement of the targets. However, there continue to be some problems in getting timely completion of the crime and road traffic collision reporting forms and delays to their entry into the NICHE system. This has, again, led to delay in the reporting of performance against road safety targets.

1.12 The data for the two new call handling targets (targets 2.5.1 and 2.5.2) is drawn from the PSNI's integrated call management system. The data drawn from the systems each month is validated immediately by the Call Management Project team and at District level within PSNI. The validated data is then forwarded to the Information and Communications branch for wider dissemination.

1.13 The Northern Ireland Omnibus Survey is undertaken by NISRA (Northern Ireland Statistics and Research Agency), which is independent of the Policing Board and PSNI. NISRA follows the National Statistics Code of Practice. The survey is conducted twice a year, in April and October. The Policing Board's use of statistics provided by the Omnibus Survey informs the results against the indicator for the percentage of people who are confident in the police's ability to provide a day-to-day policing service for all the people of Northern Ireland. Its use is considered appropriate for this purpose.

1.14 The victims' survey is conducted by the PSNI's central statistics unit incorporating core questions recommended by the Home Office. The survey is by postal questionnaire to a random sample of victims of violent crime, vehicle crime, domestic burglary, racist incidents and road traffic collisions. The results of the survey will inform the performance against target 2.2.1.

Recommendation

1.15 In order to facilitate effective monitoring of progress against targets, it is important that the Policing Board and PSNI ensure that timely and complete data is available from all systems which maintain performance information. To achieve this, the PSNI should review the system for entering data onto NICHE to identify and address the cause of delays.

The Policing Board's assessment of its own and the Chief Constable's performance in 2008-09 by reference to performance indicators

1.16 The Policing Board's assessment of its own performance and the Chief Constable's performance has been published in its 2008-09 Annual Report².

1.17 The Policing Board has included performance information against all the targets for 2008-09 set out in part two of the 2008-11 Policing Plan. The results for the 30 performance targets are summarised in the following table:

Achieved	Not Achieved	Total
16	14	30

² NIPB Annual Report and Accounts (published July 2009): pages 26 to 35 give the results of the Policing Board's own performance, and pages 63 to 66 detail the PSNI's performance against the Policing Plan targets.

1.18 At the monthly Policing Board meetings, a written report is submitted by the Chief Constable setting out its current performance against each of the targets in the Performance Plan. This reporting is supported by a quarterly formal presentation by the Chief Constable to the Policing Board on performance against key targets. He also answers questions raised on the performance information by the Policing Board members and on other PSNI issues of current interest.

1.19 The Annual Report has a summary on pages 68 and 69, which provides a narrative on the main positive outcomes and reasons why some targets were not achieved.

Recommendation

1.20 No recommendations.

Part Two

Operation of the arrangements to secure Continuous Improvement

Introduction

2.1 In this part of my report I have reviewed:

- the Role of the Policing Board and its work with the Police Service (paragraphs 2.2 to 2.7);
- the 2008-09 Post Implementation Reviews on Best Value (paragraphs 2.8 to 2.13); and
- Continuous Improvement methodology (paragraphs 2.14 to 2.30).

The Role of the Policing Board and its work with the Police Service

2.2 The Policing Board works in partnership with the PSNI to achieve their shared objectives for economic, efficient and effective policing.

2.3 The Policing Board meets on a monthly basis with the Chief Constable, and also at a quarterly public forum. This provides the opportunity for members to discuss topical issues. Emphasis is also placed on reviewing progress against the Policing Plan targets at these meetings.

2.4 The Policing Board's Resources and Improvement Committee has oversight of the continuous improvement responsibility. The Committee is constituted from Policing Board Members. It receives reports on the progress of recommendations made by the various oversight bodies of the PSNI, and under Continuous Improvement, and challenges the progress towards implementation. It receives regular updates on the core PSNI strategies. Officials from the Policing Board and officers from the PSNI attend meetings of the Committee.

2.5 A Continuous Improvement Strategic Working Group (CISWG), organised and chaired by the Policing Board, advises both the Policing Board and the PSNI on developing and implementing a continuous improvement environment within their respective organisations. Members of the working group include officials representing the Policing Board, the PSNI, Her Majesty's Inspector of Constabulary, the National Audit Office, the Northern Ireland Office, the Criminal Justice Inspectorate Northern Ireland and the Association of Police Authorities. The CISWG did not meet during 2008-09.

2.6 To be effective, the CISWG needs to meet regularly to maintain a dialogue between the Board, the PSNI and the inspection bodies so that closure of recommendations can be tracked and, where appropriate, validated and future reviews and inspections can be well targeted and coordinated.

Recommendation

2.7 In order for the CISWG to be effective the Policing Board should ensure that focused meetings are held at least three times a year.

The 2008-09 Post Implementation Reviews

2.8 Post implementation reviews are part of the Best Value methodology, and comprise a formal assessment of the progress in implementing Best Value recommendations and an assessment of whether the planned impacts have been achieved.

2.9 The Policing Board undertook post implementation reviews during 2008-09 on three Best Value reviews: Holding the Chief Constable to Account (reviewed in 2006-07), Community Engagement and Protecting Vulnerable People (both reviewed in 2007-08). In addition to this, the Board has undertaken further follow-up to nine post implementation reviews that had been carried out in prior years. I have reviewed the methodology behind these Post Implementation Reviews and reviewed the published reports.

2.10 The Post Implementation Reviews were completed by KPMG on behalf of the Policing Board. I am satisfied that each review was undertaken using a consistent methodology, approach and objectives. Adequate challenge was applied when determining whether recommendations had been implemented and evidence to support conclusions was obtained. Policing Board and PSNI officials were given the opportunity to comment and review findings prior to the publication of the reports. Each of the completed PIRs has been published on the Policing Board's website.

2.11 Appendix Four gives an analysis of the findings of the three PIRs conducted during 2008-09. Of the 48 recommendations contained in the three Best Value reviews, which were the subject of post implementation reviews during 2008-09, 41 (85.4 per cent) had been fully implemented at the time the PIRs were completed. Of the four recommendations that had not been implemented at the time of the PIRs, 50 per cent relate to the NIPB.

2.12 Appendix Five gives an analysis of the findings of the nine revisited post implementation reviews. Six of the nine reviews had no further recommendations awaiting action. Of the 31 Best Value recommendations which had not been fully implemented, 20 relate to The Police Patrol Function. All of the 20 recommendations had been considered and for 70 per cent of them there was evidence of partial implementation. For the remaining 30 per cent, action was yet to be taken either because legislative changes were required or because the technology required, for implementation was not yet available to the police service.

Recommendation

2.13 From the reviews undertaken during the year, there are 35 Best Value recommendations which are yet to be implemented – four from the reviews which had their first PIR in 2008-09, and 31 from reviews which had their first PIR prior to 2008-09. There are further outstanding recommendations from Best Value reviews that were not the subject of post implementation reviews during the year. It is important that all remaining recommendations are implemented as soon as practicable.

Continuous Improvement Methodology

Methodology to replace Best Value

2.14 The Police (Northern Ireland) Act 2000 requires that the Policing Board makes arrangements to secure continuous improvement in its and the PSNI's functions, having regard to a combination of economy, efficiency and effectiveness; it is also required to include reviews of the way in which its functions are exercised.

2.15 In last year's report, following the decision to replace Best Value as their methodology, I recommended that the Policing Board and the PSNI formally adopt a new approach to continuous improvement for the PSNI for 2009-10.

2.16 The 2009-12 Policing Plan commits the Policing Board and the PSNI to new approaches to continuous improvement³, which will be in place for 2009-10 onwards.

2.17 The PSNI's new approach for continuous improvement involves three strands:

- Improvement initiatives – identifying, documenting and implementing service delivery improvements to front-end customers.
- External inspection programme – documenting the areas selected for external inspection by independent bodies to ensure that the service is benchmarked against national best practice.
- Compliance programme – identifying key areas from policy and oversight reports with which the service has to comply and to inspect and report upon compliance.

2.18 Implementation of recommendations will be managed through PSNI's Overview tracking tool. The corporate governance frameworks of the Policing Board and the PSNI will exercise challenge and oversight.

2.19 While the framework for the three-stranded approach has its merits, the mechanics of how the approach will work in practice are still unclear. For example, a programme of internal and external inspections has not yet been agreed, and so it is not easy to see how the requirements of the strands will be met.

³ See pages 34 and 35 of the 2009-12 Policing Plan.

Tracking continuous improvement recommendations

2.20 A key element of the process for securing continuous improvement is ensuring that recommendations made are satisfactorily implemented. As PSNI receives recommendations from several sources and the recommendations can take varying lengths of time to implement, a database has been developed so as to enable all recommendations to be captured and thereafter monitored to a successful implementation (or duly endorsed closure where the recommendation has been superseded).

2.21 Overview was developed during 2007-08 and populated with recommendations for improvement, made by the various external oversight bodies. The database became operational during 2008-09, and records that recommendations not implemented have fallen from 760 as at April 2008 to around 360 by the end of March 2009.

2.22 The Overview database assigns each recommendation to an owner in the PSNI to track progress towards implementation and to ensure suitable documentary evidence supports each stage of discharge. Upon implementation, the system requires that the evidence is reviewed and, if satisfactory, the recommendation is signed off by the Chief Officer as implemented.

2.23 I have reviewed the new database and have found that it provides a strong audit trail from recommendation recording, assignment to a named responsible person, and through to discharge with Chief Officer sign-off endorsing the full implementation of the recommendation. It is also used by the PSNI to monitor progress in addressing recommendations and as a tool to challenge the quality of and timeliness of implementation.

2.24 All staff in PSNI can access the database through the intranet. Training has been provided to relevant staff; for example, in their roles as accountable officers for recommendations or managing implementation to a consistent and evidenced standard. There is good use being made of a simple but effective Red, Amber, Green approach that provides senior management with a colour coded view of progress specifically in relation to progress on strategic projects, and on recommendations allocated to specific departments and branches.

2.25 My review also found that, although recommendations were being addressed, there were no formal reviews in place to ensure Chief Officer sign-off was consistently actioned within a short timeframe. As a result, the database risks not being updated promptly following implementation.

2.26 The processes in place at the PSNI rely on the validation of implementation by a Chief Officer, and there was evidence to demonstrate that such validation has been withheld where the Chief Officer was not satisfied as to the full and proper closure of the recommendation. However, I was unable to secure evidence during 2008-09 to demonstrate that challenge as to quality of implementation had been sought by the Policing Board. Monitoring through the Resources and Improvement Committee was focused on the numbers of recommendations cleared and remaining rather than qualitative factors.

2.27 The oversight of the quality of implementation could be improved through such initiatives as Policing Board observation of the PSNI's challenge process at organisational development committee meetings, or a specific standing agenda item built into the Board's Resources and Improvement Committee meetings. Furthermore, additional work could be done by the Policing Board through the CISWG to manage and influence post implementation checks by the relevant inspection bodies, and where gaps exist to seek alternative assurances.

Recommendations

2.28 In order for the revised approach to continuous improvement to have an impact, the detailed processes must be agreed, documented and acted upon.

2.29 To further support continuous improvement, the focus needs to move beyond the quantity of recommendations cleared to also challenge the quality of implementation at each stage of the monitoring process.

2.30 To assist in keeping the database up-to-date, Accountable Officers should have a time limit within which their sign-off approval must be completed.

Appendix One

The respective responsibilities of the Policing Board and the Comptroller and Auditor General

- 1** Under the Police (Northern Ireland) Act 2000 section 28, the Northern Ireland Policing Board (Policing Board) is required to make arrangements to secure continuous improvement in the way in which its functions, and those of the Chief Constable of the Police Service of Northern Ireland (PSNI), are exercised, with regard to economy, efficiency and effectiveness.
- 2** The Policing Board shall prepare and publish a performance plan and a performance summary for each financial year.
- 3** The performance plan must:
 - detail how the Policing Board has made arrangements to secure continuous improvement in the way in which its functions, and those of the Chief Constable, are to be implemented;
 - identify factors (performance indicators) by reference to which performance in exercising functions can be measured; and
 - set standards (performance targets) to be met in the exercise of particular functions in relation to performance indicators.
- 4** The performance summary must provide the Policing Board's assessment of:
 - its own and the Chief Constable's performance in the year by reference to performance indicators, and
 - the extent that any performance standard that applied at any time during the year was not met.
- 5** In practice, the Policing Board works in partnership with the Police Service as part of their continuous improvement framework to enable the Police Service to identify actions and review all aspects of their service.
- 6** Under the Police (Northern Ireland) Act 2000 section 29, the Comptroller and Auditor General is required to audit the performance plan and the performance summary.

7 He shall issue a report:

- certifying that he has audited the performance plan and the performance summary;
- stating whether he believes the performance plan and the performance summary were prepared and published in accordance with the requirements of section 28;
- stating whether he believes the performance indicators and performance standards in the published performance plan are reasonable, and, if appropriate, recommend changes to them;
- if appropriate, recommend how the performance plan or performance summary should be amended so as to accord with the requirements of section 28; and
- to recommend to the Secretary of State whether to give a direction under Section 31 of the Police (Northern Ireland) Act 2000, requiring the Policing Board to take corrective action to ensure compliance with the Act.

8 Under the Police (Northern Ireland) Act 2000 section 30 the Comptroller and Auditor General may carry out an examination of the Policing Board's compliance with section 28.

9 This examination of the arrangements to secure continuous improvement may include:

- liaising with key stakeholders, and in particular attending the Policing Board's continuous improvement strategic working group;
- discussing with senior management of both the Policing Board and the Police Service their plans for 2009-10;
- reviewing the Policing Board's and the PSNI's own Post Implementation Reviews of functions examined under the Best Value methodology; and
- reviewing the systems in place to produce the required performance information.

Appendix Two

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

As reported in the Northern Ireland Policing Board and Police Service of Northern Ireland Policing Plan for 2009-12, and relevant sections on their performance as reported in their 2008-09 Annual Report and on their website.

Certificate

In accordance with Section 29 of the Police (Northern Ireland) Act 2000 as amended, I certify that I have audited:

- the Policing Board and Police Service of Northern Ireland's performance plan for the year ended 31 March 2010; and
- the performance summary for the year 2008-09.

Basis of my opinion

Audit of the Performance Plan

I planned and performed my work so as 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 standards for 2009-10 are reasonable.

In giving my opinion, I am not required to form a view on the achievability of the performance plan. My work comprised a review and assessment of the plan and, where appropriate, examination on a test basis of relevant evidence sufficient to satisfy me that arrangements to secure continuous improvements are in place, that the plan includes those matters prescribed in legislation, and that the arrangements for publishing the plan complied with those requirements.

Audit of the Performance Summary

I planned and performed my work so as 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 an assessment of its own and the Police Service's performance in 2008-09 measured by reference to performance indicators and standards.

My work comprised a review and assessment and, where appropriate, examination on a test basis of the evidence supporting performance against the indicators as prescribed in the 2008-09 performance plan. I obtained sufficient evidence to satisfy myself that the summary provided includes those matters required by statute, that the performance information is reasonable, and the systems that generated the information are sufficiently well controlled so as to mitigate significant risks to data reliability.

Opinion

In my opinion:

- the Northern Ireland Policing Board has prepared and published its performance plan for 2009-12 in all significant respects in accordance with the Police (Northern Ireland) Act 2000;
- the performance indicators and standards included in the performance plan for the year ended 31 March 2010 are reasonable;
- the Northern Ireland Policing Board has prepared and published its and the PSNI's performance summary in-year by reference to performance indicators in accordance with subsection 5A of Section 28 of the Police (Northern Ireland) Act 2000, and has done so within its Annual Report; and
- the performance information against performance indicators and standards contained within the Northern Ireland Policing Board's Annual Report have been compiled from the underlying systems.

Recommendations to the Secretary of State

Under section 29 of the Police (Northern Ireland) Act 2000, I am required to recommend whether the Secretary of State issue a direction under section 31.

On the basis of my work, I do not recommend that the Secretary of State issues a direction under section 31 of the Police (Northern Ireland) Act 2000.

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Date 29 March 2010

Appendix Three

Analysis of 2009-10 performance indicators and standards

Objective 1: In partnership with the community and other agencies, to make communities and neighbourhoods safe and feel safe

Performance Indicators	Reasonable	Targets ¹	Specific	Measurable	Achievable	Relevant	Time related
1.1 The number of recorded crimes.	Yes	1.1.1 To ensure that by 2010-11, there are fewer than 100,000 crimes recorded.	Yes	Yes – Information comes from PSNI data systems	Yes	Yes	Yes
1.2 The level of more serious violent crimes.	Yes	1.2.1 To reduce the level of more serious violent crime.	No	Yes – information comes from PSNI data systems	Yes	Yes	Yes
1.3 The number of domestic burglaries.	Yes	1.3.1 To ensure that by 2010-11, there are fewer than 6,000 domestic burglaries recorded.	Yes	Yes – information comes from PSNI data systems	Yes	Yes	Yes
1.4 The availability of illegal drugs.	Yes	1.4.1 To increase the number of drugs supply gangs frustrated, disrupted or dismantled.	No	Yes – information comes from PSNI data systems	Yes	Yes	Yes
1.5 The number of incidents of anti-social behaviour.	Yes	1.5.1 To reduce the number of incidents of anti-social behaviour to ensure a 15 per cent reduction by 31 March 2011.	Yes	Yes – information comes from PSNI data systems	Yes	Yes	Yes
1.6 The number of recorded incidents of criminal damage.	Yes	1.6.1 To ensure that by 2010-11, there are fewer than 27,000 crimes of criminal damage recorded.	Yes	Yes – information comes from PSNI data systems	Yes	Yes	Yes
1.7 The number of people killed or seriously injured on the road.	Yes	1.7.1 To contribute to reducing the number of people killed or seriously injured on the road.	No	Yes – information comes from PSNI data systems	Yes	Yes	Yes
		1.7.2 To contribute to reducing the number of children killed or seriously injured on the road.	No	No	Yes	Yes	Yes
1.8 The percentage of people saying they feel safe in their local community.	Yes	1.8.1 To increase the percentage of people who say they feel safe.	No	Yes – information comes from PSNI data systems	Yes	Yes	Yes

NOTE

¹ All targets are to be achieved by 31 March 2010 unless otherwise stated.

Objective 2: To continue to build, broaden and sustain confidence in the police

Performance Indicators	Reasonable	Targets ¹	Specific	Measurable	Achievable	Relevant	Time related
2.1 The percentage of people who are confident in the police service's ability to provide a professional day-to-day policing service for all the people of Northern Ireland.	Yes	2.1.1 To increase the percentage of people who are confident in the police service's ability to provide an ordinary day-to-day policing service for all the people of Northern Ireland.	No	Yes – performance against standard is measured against the Northern Ireland Omnibus Survey.	Yes	Yes	Yes
2.2 The percentage of crime victims satisfied that they have been kept informed regarding their case.	Yes	2.2.1 To increase the percentage of crime victims satisfied that they have been kept informed regarding their case.	No	Yes – performance against standard is measured against the Northern Ireland Policing Board PSNI victims' survey.	Yes	Yes	Yes
2.3 The percentage of people who think that the police are doing a good job in their area.	Yes	2.3.1 To increase the percentage of people who think that the police are doing a good job in their area.	No	Yes – performance against standard is measured against the Northern Ireland Omnibus Survey.	Yes	Yes	Yes
2.4 The percentage of recorded crimes cleared.	Yes	2.4.1 To increase the clearance rate by 3 per cent.	Yes	Yes	Yes	Yes	Yes
		2.4.2 To increase the clearance rate for racist crime.	No	Yes	Yes	Yes	Yes
		2.4.3 To increase the clearance rate for homophobic crimes.	No	Yes	Yes	Yes	Yes
		2.4.4 To increase the clearance rate for sectarian crimes.	No	Yes	Yes	Yes	Yes
2.5 The percentage of emergency and non-emergency calls answered in line with national Call Handling Standards.	Yes	2.5.1 To achieve the National Minimum Standard of 90 per cent of emergency (999) calls answered within 10 seconds.	Yes	Yes	Yes	Yes	Yes
		2.5.2 To achieve the National Minimum Standard of 90 per cent of non-emergency calls answered within 30 seconds.	Yes	Yes	Yes	Yes	Yes

Objective 3: To ensure that Policing with the Community is at the core of delivery of the policing service

Performance Indicators	Reasonable	Targets ¹	Specific	Measurable	Achievable	Relevant	Time related
3.1 Implementation of the five principles of Policing with the Community: <ul style="list-style-type: none"> ● service delivery ● partnership ● problem solving ● empowerment ● accountability 	Yes	3.1.1 To refresh the Policing with the Community Strategy by 30 June 2009 and publish by 30 September 2009.	Yes	Yes	Yes	Yes	Yes
		3.1.2 Chief Officers and Heads of Department to report on a six-monthly basis to the Policing Board on progress in each of the five key areas.	Yes	Yes	Yes	Yes	Yes
		3.1.3 To ensure that Neighbourhood officers work at least 80 per cent of their duty hours on neighbourhood policing duties.	Yes	Yes – information comes from PSNI data systems	Yes	Yes	Yes

Objective 4: To improve effectiveness and efficiency

Performance Indicators	Reasonable	Targets ¹	Specific	Measurable	Achievable	Relevant	Time related
4.1 The average working days lost through sickness for police officers and staff.	Yes	4.1.1 To reduce the average sickness levels to five days per year for police officers and police staff by March 2010.	Yes	Yes – Information comes from the PSNI database.	Yes	Yes	Yes
4.2 The percentage of prosecution cases processed to the required standard within administrative time limits.	Yes	4.2.1 To increase the percentage of custody cases processed within administrative time limits.	Yes	Yes – Information comes from the CBIS database.	Yes	Yes	Yes
		4.2.2 To increase the percentage of bail cases processed within administrative time limits.	No	Yes	Yes	Yes	Yes
		4.2.3 To process 80 per cent of indictable reported cases within administrative time limits.	Yes	Yes	Yes	Yes	Yes
		4.2.4 To process 70 per cent of summary reported cases within administrative time limits.	Yes	Yes	Yes	Yes	Yes

Appendix Four

Analysis of the findings of post implementation reviews

Review	Number of Recommendations			
	Total	Fully implemented	Superseded	Not fully implemented
NIPB Holding the Chief Constable to Account (2006-07)	17	15	1	1
NIPB Community Engagement (2007-08)	12	9	1	2
PSNI Protecting Vulnerable People (2007-08)	19	17	1	1
Total	48	41	3	4
Percentage	100	85.4	6.3	8.3

Appendix Five

Analysis of the findings of revisited post implementation reviews

Review	Number of Recommendations					Percentage of original recommendations not fully implemented at the time of second PIR (%)
	Original number of recommendations	Not fully implemented or superseded by March 2008	Fully implemented at time of second PIR	Superseded at time of second PIR	Not fully implemented at time of second PIR	
NIPB Police Administration Branch (2004-05)	1	1	1	0	0	0.0
NIPB External Communication and Public Consultations (2005-06)	29	7	3	4	0	0.0
PSNI Transport Services (2004-05)	65	6	6	0	0	0.0
PSNI Occupational Health and Welfare Branch (2004-05)	54	5	5	0	0	0.0
PSNI Fixed Penalty Processing Centre (2004-05)	32	8	0	3	5	15.6
PSNI Enquiry Offices (2004-05)	32	13	6	1	6	18.8
PSNI Clearance Rates Dungannon & South Tyrone District compared to Armagh, Strabane, East Belfast and North Belfast DCUs (2004-05)	26	1	1	0	0	0.0
PSNI Police Patrol Function (2005-06)	141	77	31	26	20	14.2
PSNI Partnerships (2006-07)	25	10	7	3	0	0.0
Total	405	128	60	37	31	7.7



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