

NORTHERN IRELAND POLICING BOARD RESPONSE TO **ASSESSMENT REPORT**

Introduction

In February 2010, the Northern Ireland Policing Board commissioned an independent continuous improvement assessment of its role and work.

In commissioning this report, the Board recognised that after nearly 10 years there was a need to look at its operating arrangements and the purpose of the review was to examine how the Board's role and work could be developed and improved in the future.

The public sector is often criticised for not benchmarking and looking for ways to deliver a better service. The devolution of policing and justice marked a new era for policing in Northern Ireland and for the Board time to reassess and refocus on future priorities.

The Board has a statutory duty to make continuous improvements in the way it works and at a time of financial austerity the Board also needs to ensure that it delivers value for money in all aspects of its business and that of the PSNI.

In the review, comparison was made with other police authorities in order to identify the Board's strengths and areas for improvement, within a robust assessment criterion, based on the 4 following national assessment criteria:

- setting strategic direction;
- scrutinising performance outcomes;
- achieving results through community engagement and partnership; and
- ensuring value for money.

Recognition was also given to the unique context within which the Board has operated over the last 10 years and the particular challenges for the Board and policing in the future.

The Assessor who conducted the review, Ken Reed, presented a detailed report to the Board in November 2010. The report provided a substantial assessment across the Board highlighting areas of strength and areas where improvements could be made.

The Board welcomed and accepted the Report's broad thrust on a 'without prejudice' basis; and agreed that the analysis and recommendations be used to build on the considerable progress that has been made in policing oversight and delivery over the last number of years.

There is clear acknowledgement in the report that since its inception in 2001, the Board has, within its governance capacity, dealt with some difficult policing issues and has a good record of success in complex political and social circumstances. The resilience, fortitude, determination and commitment of Members and officials during this time has also been recorded as admirable in such challenging circumstances. The Report recognises that the Board has carried out its role in line with its statutory functions and has had significant success in influencing the strategic direction of the police service and producing an improved record of policing performance across many key policing areas including human rights compliance and community engagement.

The areas for improvement provide a sound basis for moving forward. The Board has given its commitment to use this report and its recommendations to set a clear vision and future path for policing oversight and accountability over the next 5-10 years. Whilst much of the work to address the issues raised in the Report is already underway and in many areas has already been completed, a Leadership Group has been established by the Board to ensure that this momentum continues in implementing the findings; and that the report is used to

improve the Board's business for the benefit of policing and the service provided to the community.

In the interests of openness and transparency, the Report is now published in full. A detailed response to the assessments made in the form of a Management Implementation Plan is being finalised and will be published in due course.

Ends

Assessment Report

NORTHERN IRELAND POLICING BOARD

2010

This report outlines findings of the assessment of the Northern Ireland Policing Board using a bespoke version of the published HMIC/Audit Commission criteria for police authority inspections in England and Wales. The report outlines current arrangements, structure and practices and details strengths and areas where improvements can be made. The on-site work was conducted during June to early September 2010. The final report was agreed in October 2010.

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SECTION 1

Introduction

The assessment incorporates a purposeful and sharp focus on outcomes and comparison with other police authorities within a robust assessment criterion. The Board accepts this assessment is an opportunity to make sustainable improvements to its function, whilst also satisfying Part 5 of the Police (Northern Ireland) Act 2000, to make continuous improvements in the way it operates.

The report, which is in the form of a gap analysis, focuses on strengths and areas for improvement within the business of the Policing Board. It is not intended to be unduly critical, rather to independently identify where the Board's function can be strengthened and where improvement efforts could or should be directed. To the credit of the Board, which proactively commissioned this independent assessment, there is wide agreement within its membership and staff of the need to make organisational changes and a willingness to make speedy progress. Whilst some of this required development is currently ongoing and can be classified as work in progress, some is yet to commence.

The findings contained in this report present an opportunity to develop a comprehensive and themed improvement plan, linked and integrated with ongoing work to develop a strategic vision.

As the format of this report follows the agreed assessment criteria, there is an element of duplication in the way the evidence is presented. This is intended, in order to be able to properly align relevant evidence to subject areas.

Operating Context

The Police Service of Northern Ireland covers an area of 5,500 square miles, with a total population of approximately 1.7 million people according to the most recent data (June 2009) from the Northern Ireland Statistics Research Agency (NISRA). The population is expected to rise to 1.8m by 2011 according to NISRA.

The chief constable is supported by a deputy chief constable and five assistant chief constables. Additionally, specialist support is provided by a director of human resources, director of finance and support services, head of media and public relations and head of legal services. Policing is delivered through 8 District Commands Units, supported by 11 specialist headquarters departments. As of 1st May 2010 the police service has a strength of 7,205 Regular Officers, 371 Full Time Reserve Officers and 701 Part Time Reserve Officers, supported by 2,296 Support Staff.

The Northern Ireland Policing Board (NIPB) is an independent Non Departmental Public Body sponsored by the Department of Justice. The Board was established in November 2001 and replaced the Police Authority for Northern Ireland.

The Board is responsible for securing the maintenance of the police, the effectiveness and efficiency of the police and for holding the chief constable to account for the exercise of his or her functions and those of the police. It is also responsible for a range of other duties, including preparation and publication of the Annual Policing Plan, containing the Board's strategic objectives for the police and reflecting the Justice Minister's long-term policing objectives, and on monitoring the performance of the police in general, and in particular in relation to compliance with the Human Rights Act and the extent to which

membership of the police and support staff are representative of the community (contained within Section 3 of the Police (Northern Ireland) Act 2000).

All political parties took up their seats, as members of the Board in 2007.

In recent years, during the suspension of the Northern Ireland Assembly the Policing Board became even more important in holding the chief constable to account and filled the void in terms of the political and strategic oversight principally through its public sessions of the Board.

There has been considerable progress made on the Patten recommendations which were designed to significantly change policing in Northern Ireland. Although the recommendations were initially driven by the Oversight Commission, more recently, the Policing Board has taken up this role in respect of the few outstanding recommendations.

Within Northern Ireland there is a high level of interest in and awareness of policing by politicians, political commentators and the media. In this environment, the Board, within its advocacy role successfully balances the development of policing within the true spirit of the Patten recommendations with a clear understanding and focus on dealing with prevailing political sensitivities and improving public confidence. It seeks through public meetings and other means to heighten the role of the Board and promote its legislative responsibilities and its scrutiny of PSNI. Importantly, the Board takes an active interest in how PSNI is tackling the current dissident terror threat.

The police service has recently embarked on a major strategic change programme aimed at fundamentally changing the style, culture and delivery of policing in Northern Ireland. The principles of Policing with the Community are central to PSNI's policing strategy and philosophy as well as determining local policing practices. The principles are; service delivery, partnership, problem solving, empowerment and accountability. The PSNI has moved away from the reactive security base of 5 years ago to a more proactive, preventative and consultative organisation. PSNI's resources are refocused to support Districts and the implementation of the Neighbourhood Policing Framework within Districts, taking service delivery to neighbourhood levels. The chief constable's vision is clear and targeted on delivering a customer-focused service with the capability, capacity and resilience to combat crime and disorder at all levels. Policing with the Community encompasses all aspects of the service, enabling neighbourhood officers to work with communities and partner agencies to address local issues, while maintaining the capacity to tackle serious and organised crime that crosses district boundaries.

The Board has a committee structure that is similar to many Police Authorities in England and Wales, albeit there are some variations. Notably the Board has a legal duty to hold a public meeting eight times per year in which the chief constable is questioned by Board members. The Board has additional responsibilities namely for administering and supporting DPPs and the administration of police medical pensions and injury awards, terms and condition of employment of the police, compensation claims, assisted removals and licensing

The 19 members of the Policing Board are made up from 10 political members representing the key political parties in Northern Ireland and 9 independent members directly appointed by the Secretary of State. They are supported by a staff management structure made up of a chief executive, deputy chief executive and 4 directorates, each of which has a director leading the function and various numbers of staff. The chief executive is the Board's accounting officer as well as having a responsibility for driving the strategic development of the Board, statutory compliance and effective resource management.

The majority of the Policing Board's staff are not directly employed and are Northern Ireland Civil Service employees on long term secondment. These staff are contractually employed by the Northern Ireland Civil Service, with a smaller number of higher grade staff and directors being direct employees.

The Policing Board since its inception in 2001 has, within its governance capacity, dealt with some difficult policing issues. It has a good record of success in complex political and social circumstances. It is overseeing the fundamental development of policing and changes in policing approaches from the early implementation of Patten recommendations to present day which is resulting in growing levels of public support and public confidence in policing. During these times the Board has demonstrated resilience, fortitude and determination. The commitment of Members and officials has been admirable, within challenging and at times threatening circumstances, in terms of individual safety. The Board has on occasion been functioning at a different level to police authorities in England and Wales, appropriate to govern policing within the context it was operating, prior to and during the peace process. The policing environment has now changed for the better with devolution setting clear expectations for the future. There remains however a real threat of dissident terror activity and significant challenges to increase and maintain public confidence levels. The findings of this report should be considered in context against this backdrop.

Section 1 of this report sets out key strengths and key areas for improvement. It is intended as a summary only. Section 2 of the report is more comprehensive and outlines detailed findings.

Summary of Key Findings - (against the Assessment Criteria)

Overview of Strengths

- A working governance structure is in place which dictates the responsibilities and frequency of Board and committee meetings. Key officials are aligned to committees and Policing Board;
- The Board seeks through public meetings and other means to heighten its role and promote its legislative responsibilities and undertake scrutiny of PSNI;
- Members have broad political and business experience and provide consistency and professional and political awareness which is brought to bear in their scrutiny role;
- Members and officials are committed and in many cases passionate about their individual roles and recognise the need for organisational change and development;
- The Policing Board has carried out its role in line with its statutory function and has had significant success in influencing the strategic direction of the police service and producing an improved record of policing performance across many key policing areas. The police service is recognised nationally as a leader in certain elements of policing, particularly serious and organised crime, major crime and public order;
- There is clear understanding of the Board's statutory role in respect of holding the chief constable to account, the production of an Annual Policing Plan, and it is effective in its approach to community engagement through its use of DPPs, survey activity, reference groups and its focus on policing within the community.

- There is a clear, established and proactive focus on Human Rights and its compliance. The Board is driving innovative research and activity which systematically scrutinises, within a thematic approach, human rights and compliance issues. Members of the relevant committee exert clear influence, and assess public reaction on policing practices and demonstrably adds value to policing;
- The Policing Board has been proactive in developing its engagement and consultation arrangements through its regular independent surveys, the DPP structure and reference groups for example, and stakeholder events. To compliment this approach social media networking is developing;
- There is clear evidence of some chairs of committees demonstrating positive and incisive leadership within their functional remit, effectively supported by officials;
- Considerable progress has been made on the Patten recommendations for policing which is overseen by the Policing Board;
- The Board successfully balances the development of policing within the true spirit of the Patten recommendations with a clear understanding and focus on dealing with prevailing political sensitivities and improving public confidence;
- The police service has recently embarked on a strategic change programme aimed at fundamentally changing the style and delivery of policing in Northern Ireland. The PSNI has moved away from the reactive security base of 5 years ago to a more proactive, preventative and consultative organisation;
- Through the drive and support of the Board neighbourhood policing is becoming more embedded within the Policing with the Community philosophy, as is citizens focused policing;
- Good capital and asset management arrangements are in place;
- An estate strategy, bespoke to the particular and unique operating arrangements in Northern Ireland is in existence and work is ongoing to develop and build a training centre whilst at same time rationalising the police estate in line with policing developments;
- The Northern Ireland Civil Service provides officials below staff officer grade, who are employed within Civil Service terms and conditions. Specialist advisors in key areas such as audit and finance, risk management, and estate management are in post;
- The Board takes a focused and professional interest in how PSNI is tackling the current dissident terror threat.

Setting Strategic Direction and Priorities – Areas for Improvement

- Strategic Leadership/Direction/Vision - Although there is evidence of functional leadership across some committees, there has been, over recent years, a growing lack of focus and attention on providing meaningful strategic leadership for the direction and development of the Board as an entity. The Board has been slow to develop a strategic or corporate vision, effective strategic planning or an ethos of continuous improvement.

Currently, there is no existing long term strategy either articulated or documented that captures the challenges that lie ahead. This situation has gradually worsened through successive Chairs and chief executives over recent years and has resulted in strategic drift, lack of corporacy, insufficient focus on efficiency, and a culture that is slow to seek out or embrace opportunities for organisational change. The Board is at risk of being overtaken strategically by other bodies working in the political and governance arena in the Northern Ireland context.

- The recent and ongoing activity to identify a new vision for the Board is recognised as being of critical importance and immediacy in setting the direction of the organisation for future years. It will also provide the public, partners and sponsors with assurance of the Board's strategic intentions and could provide the basis for strategic engagement to agree common goals and partnership buy-in. It is therefore essential that this important development should be directly and overtly led by the Board through the roles of the Chair and chief executive.
- The Board should now take incisive action to address this situation by demonstrating strong strategic leadership, vision and strategic planning. Good relationship management and effective communication skills are required as is the demonstration of transformational leadership ability. The Chair and chief executive, with the support of the Board, should take a visionary position and inspire all members, directors and staff to create a collective mission and strong sense of purpose for the good of the organisation.
- Structure – Board and Committees – The decision making process is slow, bureaucratic and not outcome focused which is resulting in frustration amongst members and some senior officers in PSNI. Board and Committee meetings are not as effective as they could be in terms of their scrutiny function. More focus could be placed on developing outcome based business and delivery arrangements, that are more systematic, evidenced and auditable, through which it can more readily demonstrate leadership and influence;
- Corporacy and Common Purpose - There is strong evidence that the Senior Management Team (SMT) is not as productive or progressive as it could be. There is little evidence of teamwork and there is predominantly a silo based approach resulting in a lack of corporate responsibility, common vision, ambition, and barriers to organisational progress. That said, the chief executive and directors are now seeking to make progress;
- There are differing views prevailing across the membership and within the Senior Management Team regarding many aspects of the Board's operation and effectiveness. As a consequence some Board members and the SMT do not always act corporately. This is not only frustrating for some members and staff but also distracts or derails improvement efforts;
- Key plans and strategies - such as within the Corporate Planning process, Risk Management Strategy, and Partnership Strategy, are either not yet effectively developed or properly embedded, although some are now being discussed with meaningful intentions. Plans should be more integrated, embedded and drive activity across the organisation;

- This bottleneck of corporate capability, coupled with the position of the chairman who is acting in only a temporary capacity, and the foreseeable loss of some key and experienced independent members, presents a risk to the future capability, capacity and status of the Policing Board's governance arrangements. It is particularly important that the Board make the necessary fundamental organisational changes, at this time when the devolution of policing powers is going through the adjustment process. In this respect, the Board has a key part to play in this process and in particular in shaping policing in Northern Ireland.
- Value for Money (VFM) and Efficiency - There has been a lack of drive to review the efficiency and effectiveness of existing working and resourcing arrangements or to seek continuous improvements within the existing structure of the Policing Board. Additionally there is little evidence of a systematic approach to value for money or of meaningfully holding directorates to account.
- Organisational Review - The Policing Board has agreed to drive forward a fundamental organisational review against the requirement to deliver its statutory responsibilities and the backdrop of expected future financial constraints over the next 4 years. The review has been requested by Board members will fundamentally examine the structure, staffing, and delivery mechanisms across all directorates and functions and aim to identify more efficient ways of operating. The review should seek to realign resources /restructure in line with core business and budgetary constraints.
- Additionally, the Board could continue to assess the suitability of appropriate functions for outsourcing and seek to identify alternative service providers that present competitive and cost effective delivery options. This work should have direct oversight by members and be led effectively.
- That activity will link directly to the findings of this assessment which also identifies the need for more efficient and effective ways of working
- The Policing Board could put in place a 'leadership group' made up of the chair, vice chair and political party representatives from each party, the purpose being to steer, drive and oversee the strategic development of Board, have oversight of strategic risks, drive corporacy and be able to make speedy decisions when needed;
- Role Clarity - The Board should clarify the job description, responsibilities and activities of each post within the Senior Management Team to ensure internal staff and external partners understand the nominated roles and to reduce uncertainty and increase effectiveness; Issues relating to role clarity should be addressed by the Board as matter of urgency;
- Member Support - The Board should develop a more proactive, focused and risk based support service to members – less process based and more outcome focused – to include preparation and delivery of appropriate briefings, performance analysis with the production of performance briefing papers for members, proactive, focused and individual training (in line with a training needs analysis) to allow members to better understand complex policing issues and their responsibilities such as in respect of diversity and inequality, understanding of costs, risk management and strategic planning;

- The Policing Board's support staff activity could be more focused, dynamic and undertaken within an agreed prioritisation matrix based on organisational priorities (to be contained within the strategic plan). More focus is needed on succession planning in respect of both members, officials and key staff in PSNI.

Scrutinising Performance Outcomes – Areas for Improvement

- Performance Scrutiny - The Board should seek to strengthen its capability and broaden its scrutiny arrangements in order to systematically and more comprehensively oversee wider areas of policing. The performance regime should be more inclusive, joined-up and thorough to take systematic account of for example the performance of key departments and functions, protective services, customer care, call management, neighbourhood policing and collaboration activity; This may require a fundamental change in the way the Board operates through its Board and committee meetings and in the way it challenges PSNI. This approach could develop a more probing but nevertheless productive relationship with PSNI, without jeopardising the Board's independence;
- The Board should consider introducing a performance committee which would provide a focused and coordinated approach to performance scrutiny;
- A thematic approach should be implemented, which has proved to be of benefit in other business areas, to enhance scrutiny and provide focus on selected areas of policing causing concern or policing functions with high risk;
- The main focus of the Board's scrutiny of policing plan priorities and associated targets is relatively unsophisticated and should be made more comprehensive to include forward projection /trend analysis/more detailed comparison benchmarking and better briefings for members;
- There should be better understanding of performance data with enhanced levels of training in performance management techniques provided for members and key staff to enhance scrutiny and allow optimum use of comparative analysis and benchmarking;
- The approach to District Command scrutiny could be more developed to be systematic and evidenced. Currently the opportunity for scrutiny is limited. More could be done to understand DCU performance and development, local policing issues, staffing/resilience, links with Neighbourhood Management, Value for money and partnership development etc;
- Members could take a more active role in the 'prevent' strand of the Contest Strategy and have a more visible and influential role in the 'prevent' agenda with partners and the police service;
- Evidence of decision making and challenge is not documented in a transparent way through for example adequately detailed minutes or action sheets being accessible on the Board's internet web-site. Linked reports and presentations could be made available.

Achieving Results through Community Engagement and Partnership – Areas for Improvement

- There is no clear and systematic evidence of the direct effectiveness of community engagement in how it impacts and contributes to policing activity. There is little comprehensive evaluation or indication as to how findings are used by PSNI;
- An Engagement/ Consultation Strategy has been developed however, there is a need to review current consultation methods to rationalise and focus efforts with the public and partners and to specifically drive the confidence agenda. There is need to work more closely with PSNI and other partners to reduce duplication, maximise effort and share engagement findings such as in respect of Neighbourhood Policing activity; members should be clear as to what is expected of them in the strategy;
- District Policing Partnerships are considered by many interviewees to be ineffective; The Board should undertake a review of operating procedures and outcomes and find improvement opportunities;
- Member engagement in District Policing Partnerships is not consistent. The link member arrangement (buddy system) has broken down and considered ineffective;
- More comprehensive (and evidenced) use should be made of the police service Strategic Assessment in decision making, taking account of community priorities when developing the Policing Plan;
- The Board should consider the undertaking of a comprehensive gap analysis in respect of meaningful engagement with hard to reach groups. The maintenance of such analysis would help enable the mapping of engagement activity and provide a systematic, risk based approach to engagement coverage that is better aligned with efforts of the police service and partners;
- Feedback to the public following consultation could be more systematic;
- A Partnership Strategy should be developed and implemented in order to set out a partnership philosophy together with agreed arrangements, activity and governance for formal and informal partnerships and to deliver improved community safety within a multi-agency setting;
- More opportunity could be taken to influence the community safety agenda at a local level. The Board could maximise opportunities presented by the developing consultation on merging DPPs and CSPs in Northern Ireland. The Board could develop such a localised approach through member engagement;
- The Board could further develop its approach to proactively, with partners and local communities, deliver positive messages around confidence and to articulate what the police service and Board are doing to raise confidence levels in line with the published Policing Plan confidence target; A confidence strategy should be considered for the Policing Board to provide consistency for members and a means to monitor impact;
- In realigning and refocusing, members should be aware of what is expected of them with additional training being provided where appropriate, and accountability

mechanisms put in place to monitor performance, quality of input and feedback to the Policing Board.

Ensuring Value for Money (VFM) and Productivity – Areas for Improvement

- Value for money as a concept is not understood or practiced to any notable and evidenced extent. There is no VFM culture. The Board should seek to develop a VFM culture that is permeated through all activity;
- The Board should have more strategic oversight of staffing and resourcing levels. Members have little awareness of the activities of staff (generally) and there are no regular VFM reviews undertaken. More focus should be placed on embedding efficiency across the organisation;
- The Board should undertake systematic and more inclusive activity to review, identify and drive out efficiency savings within both its own functions and those of PSNI. This activity should include effective benchmarking and comparative analysis seeking to identify the best and most cost effective service delivery options for the Board;
- All members should understand the alignment of costs/performance and productivity; specific training should be provided;
- At the time of the assessment there was little evidence of systematically and meaningfully holding directorates to account for day-to-day business, functional development or progress to address issues, outstanding recommendations and actions within the corporate planning process. Although a SMT management meeting takes place weekly, chaired by the chief executive, the meeting is not outcome focused or meaningful.
- Further development of the Policing Board's risk register is needed, as is the embedding of member understanding of the alignment of risk to performance, finance and planning i.e. integration;
- The Board should seek to capture its future challenges and document them appropriately. Better use should be made of the PSNI's Strategic Assessment to better understand and have clear oversight of the risks, threats and challenges being faced by PSNI;
- Meaningful collaboration with other public services is slow to develop. More could be done by Board together with the police service to explore new collaborative opportunities and strengthen the depth and extent of existing collaborations. An opportunity may be presented with the developing approach to DPP/Community Safety Partnerships structural and governance arrangements.

Setting Strategic Direction and Priorities:

How does the NIPB ensure that both it and the police service have the leadership, capacity & capability needed to deliver good quality service outcomes on behalf of the public in Northern Ireland?

Criteria	Evidence / Strengths	Areas for Improvement
<p>1.1 The NIPB demonstrates that it sets clear and ambitious priorities for policing in its area;</p>	<ul style="list-style-type: none"> • The Policing Board can clearly evidence influence in setting the strategic vision, priorities and targets for the police service contained within the Policing Plan. • The Board has a clear view as to the strategic direction of PSNI which is reflected in the strategic objectives contained in the annual Policing Plan. The PSNI has in place a 2010/13 vision which is fully supported by the Board. • The challenge to sustain and improve the ethos of the Police Service of Northern Ireland towards being a public service oriented organisation with a focus on neighbourhood policing and citizens focus has been clearly agreed between the Board and the chief constable. In support of this approach and ethos and to act as an implementation plan PSNI have in place a strategic programme entitled Policing with the Community which encapsulates the ideology and practices of Neighbourhood Policing and which will be delivered through the PSNI confidence route map. Importantly this is a single plan for the service to deliver increased levels of confidence consistently. The implementation plan is in place for this work which sets out clear deliverables and timescales for activity and is overseen by the Community Engagement Committee. 	<p>a. POLICING PLAN INVOLVEMENT - The Policing Board could seek to further develop more inclusive involvement for members in the preparation of the annual policing plan. This could involve members (with directors) working closer with PSNI staff, during the early drafting process. This will assist members have an earlier influence over the focus, priorities and associated targets contained in the policing plan. Drafts of the plan could be presented to the wider membership for more timely consideration and eventual approval. <i>(Note – To facilitate this process the Policing Board could consider the introduction of a joint policing plan development group involving members. Whilst arrangements are in place to for the appropriate committee to discuss early drafts at present, this suggested approach would involve members earlier in setting the strategic direction of the police service aligned with resource allocation, policing plan priorities and performance targets all of which would form a key part of dialogue for such a group).</i></p> <p>b. SURVEYS - The Board could make more productive use of its surveys to assess awareness levels of the public and key partner’s about the role of the Board distinct from the police service, and to assess perceptions regarding the added value the Board is providing to policing in Northern Ireland. This would provide a clear benchmark for future improvement efforts.</p>

		<ul style="list-style-type: none"> • The Policing Plan specifically focuses on a personal policing approach and increasing confidence in the reporting of crime and fairness and effectiveness of the Criminal Justice system. The Board in partnership with the chief constable has set out challenging and realistic targets for the PSNI over the next 3 years which are designed to improve policing service. The Board also sees policing with the community as a priority and the objectives and targets set out in the Policing Plan are aligned with the overarching objective of working with communities and partners to make Northern Ireland safe, confident and peaceful. • The Policing Plan contains 13 performance indicators and 17 targets which fall under 3 Policing Objectives: Service Excellence, Tackling Serious Harm and Personal Policing – dealing with local concerns. A target has been set to increase the number of officers working in communities by 600. The reporting of crime is a priority and a target has been set to ensure that the proportion of crime reported to the police reaches 50% by March 2011. • The Board has a lead role in setting policing objectives and targets which are agreed in an established process conducted between April and October each year. The process culminates in an annual strategy event involving key partners. Policing Plan priorities reflect the feedback from community engagement through the efforts of the Board, District Policing Partnerships and PSNI which are overseen by 	
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		<p>the Board's Community Engagement Committee. There is a clear link and balance of service wide and local priorities in the plan, reflecting the main issues raised by communities through surveys and DPP activity, in order to offer you the best possible policing. The process also includes the Secretary of State's national priorities.</p> <ul style="list-style-type: none"> • Shortly before the strategy event informal discussions take place with PSNI and a briefing is provided to members attending the event. • The NAO have for 2010/11 assessed the Policing Plan and made no improvement recommendations. • Governance structures in the Policing Board are in place to hold the chief constable to account and support the police services efforts to achieve the policing plan priorities. Members and staff work within a scheme of delegated decision making. Members take responsibility for strategic and policy decisions through committee meetings. • The police service has achieved improved performance and success, year on year over a sustained period of time and in recent years has developed and strengthened neighbourhood policing. The Board has supported this approach and in partnership with the police service aims to deal with issues which undermine confidence in local policing, getting more offenders into court and making sure people feel safer going about their business. 	
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		<ul style="list-style-type: none"> In line with this aim the Policing Board's web-site has recently been revamped which provides clear information on the governance arrangement of the Board and has links to relevant strategies and policies. 	
1.2	<p>The NIPB demonstrates that it plans effectively for longer term strategic challenges at local and national level;</p>	<ul style="list-style-type: none"> The Policing Board recognises its longer term challenges particularly those with financial implications although they are not clearly documented. Although no decision is made at the time of the assessment on funding, the PSNI and the Policing Board undoubtedly face a period of financial austerity which will entail significant financial constraints being applied to both PSNI and the Board. In line with this agreement, the chief constable and the Board are tasked with identifying financial savings amounting to 5% and 8% savings respectively, on the current budget and at the same time delivering service improvements and developments. The Policing Board has recently embarked on a process to identify and document a vision which will be the starting point for the production of a renewed corporate plan for 2011-2014 to steer the Board's approach and operation over the next 3 years. Some members have to date attended a 'vision' day when a proposal was presented and discussed. Agreement was reached to progress the work. A corporate business plan is currently in existence for 2008-11. 	<ol style="list-style-type: none"> STRATEGIC PLANNING - The Board should put in place a robust strategic planning structure, which should contain a long term strategic vision, the documented challenges being faced by the Board linked with an evidence based assessment of challenges, risks and threats. Also it should incorporate an associated corporate business plan containing the Board's objectives and priorities and an appropriate implementation mechanism. Objectives should be based on principles of effective practice in carrying out the Board's role and responsibilities over a defined time period which should focus on outcomes for the public and in creating and implementing the vision for Northern Ireland. Clear performance targets for improvement, measures and milestones should be included as should the values of the Policing Board. This will allow effective periodic evaluation of effort towards priorities and objectives. The strategic planning process could be further developed to encourage the linking of continuous improvement/development with the introduction of committee development plans. This would drive improvement at committee level directly aligned to the corporate business plan. Members should be made aware of and buy into this process to allow a broader understanding of how member and support staff activity

		<ul style="list-style-type: none"> • The new corporate plan when developed will be underpinned by corporate business plans for each of the three years between 2011 -2014. • The Board has recognised the limitations of the strategic planning process and since this assessment it is pleasing to note that work has commenced and is ongoing within the Board to develop a more comprehensive and inclusive approach to business planning. • As stated earlier in the report there is a clear drive on increasing confidence levels which is a Policing Board objective, changing the style of policing being delivered and aligning PSNI resources around neighbourhood policing. A confidence target has been set in the Policing Plan that by 31st March 2012 60% of people will agree that the police and other agencies service are dealing with the anti-social behaviour and crime issues that matter locally. 	<p>fits into the strategic planning process. It is essential that members have ownership for driving implementation of agreed priorities.</p> <p>d. CORPORATE BUSINESS PLAN - The current corporate business plan is limited in its development and effectiveness. It is not progressive or forward looking and reflects mainly the Board's statutory duties and activities for the current financial year. The plan could be more informative and demonstrate the improvement intentions of the Board.</p> <p>e. The objectives contained in the current corporate business plan should be more SMART based. Although some exceptions can be cited, not all targets in the plan are stretching and there is insufficient detailed evaluation of the impact of activity on the function of the Board or the added value it is bringing to policing.</p> <p>f. The corporate business plan should incorporate appropriate levels of accountability together with a more effective progress monitoring framework to drive activity and improvement outcomes. The performance framework should not only empower managers but importantly facilitate them being directly held to account and for all staff to meaningfully contribute to objectives through the PDR process. The Chair and lead members of the Board should have regular oversight of development, progress and address barriers to the success of delivery.</p> <p>g. Key plans and strategies are either not yet effectively developed, such as with the strategic plan or yet properly embedded, although some are now being discussed with meaningful intentions. Integration of plans should be demonstrated, understood and embedded to drive activity</p>
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			<p>across the organisation.</p> <p>h. STRATEGIC ASSESSMENT - The police service Strategic Assessment (updated 6 monthly) considers, through its focus on intelligence, the threats and risks facing the community and the police service. It also involves a review of priorities, police service performance and intelligence, alongside consideration of likely future trends. Evidence indicates that the strategic assessment is not considered or used in the decision making process, to any notable extent. The Policing Board should discuss with the chief constable improved access to the strategic assessment and ensure it is used, together with PSNI's risk register to inform and assist with decisions, and in particular the development of the strategic plan and other key strategies and policies.</p>
1.3	<p>The NIPB ensures the police service is well led and has the capacity to make effective senior officer appointments.</p>	<ul style="list-style-type: none"> The current acting Chairman of the Policing Board is an independent Member who is a high profile figure in Northern Ireland. He has been in this temporary post since February 2010, during the absence of the elected Chairman. The Vice Chair is also an independent Member currently in an acting capacity. Members of the legislative assembly (MLA) within their role as elected politicians and Board members regularly contribute to local television and radio programmes and frequently appear in various publications and newspapers. They are also involved, in various capacities in strategic research groups, such as in respect of consultation for the development of programme for cohesion, sharing and integration, sponsored by the Assembly. 	<p>a. SUCCESSION PLANNING - The Board should formally consider with the chief officer team a suitable approach to succession planning for senior officers and senior support staff. The Board, with the chief constable, should encourage all Chief Officers in the police service, District Commanders and police service unit managers to complete succession plans on an annual basis. The Board should develop such an approach to ensure that there is meaningful consideration of operational resilience and the development of leadership in the police service. (<i>Many police forces in England and Wales have documented succession plans managed through HR and overseen by their PAs</i>).</p> <p>b. The Policing Board should consider the use of a succession plan for members and staff with key roles in the organisation. This will involve meaningful consideration</p>

		<ul style="list-style-type: none"> • A robust process is in place for making senior officer appointments. The Policing Board has awareness as to what is expected of candidates and has clear influence on the selection and appointment of chief officers. The Board receives professional advice from the internal HR specialist during the lead up to a chief officer selection process. • The Board takes an interest in the leadership capabilities of the police service at chief officer level. • The Policing Board has over the previous 18 months appointed a new chief constable, deputy chief constable and 2 new assistant chief constables. Appropriate members including the Chair of the Board were nominated to be part of the selection panel who received guidance, training and specialist advice from within the Board's resources. During these processes proactive steps were taken to ensure the best candidates were appointed to these positions. • The Board has a productive and appropriately challenging relationship with the chief officer team. • The Board has developed a mature approach to Human Resource management within PSNI through an appropriate strategy supporting good people management. 	<p>and understanding of resilience and the aspirations for future development linked to the developing vision. Training needs should be a key consideration, contained within an agreed training plan. The Board's risk register should be amended to include any succession planning themes and issues.</p> <ul style="list-style-type: none"> c. The Board could be more meaningfully engaged in the early identification of talent in the police service. d. With a number of relatively new chief officers in post the Board should ensure with the chief constable that development plans for these officers are in place and that they drive personal development. e. DCU - The Policing Board's links with District Commands are not consistent. This limits member understanding of the leadership skills and abilities of senior management teams in District Command Units. Formal links should be established and relationships developed to enhance this understanding.
1.4	The NIPB tackles	<ul style="list-style-type: none"> • The Policing Board clearly states its 	

<p>inequality and improves outcomes for people in vulnerable circumstances;</p>	<p>responsibilities on its web-site together with the terms of reference for each committee. The content outlines that it has responsibility to eliminate discrimination and promote good relations between the different groups in communities and within the Board. There is a recognition that this impacts on the quality of service provided by the police service. There is a desire to reflect, in the make-up of the Board, the communities of Northern Ireland and effectively ensure that all people have trust and confidence in the police service and in the Policing Board.</p> <ul style="list-style-type: none"> • The Board has in place an established Equality Scheme which is available on its web-site. This scheme was approved by the Engagement Committee in 2003 and covers all six strands of diversity (race, disability, gender, age, faith/belief and sexual orientation). The Scheme fulfils the Board's statutory obligations has regard to the desirability of promoting good relations between persons of different religious belief, political opinion, and racial groups. • During 2009/10 the Board produced an annual report and has continued to review and update its diversity action plan. It also has an ongoing process which, screen policies, powers, duties and functions. Regular reports are provided to the Senior Management Team on equality matters within the Policing Board. Equality refresher training has been provided for Board staff. • The Board demonstrates a strong and robust 	<ul style="list-style-type: none"> a. EQUALITY - Although an Equality Scheme was introduced in 2003 there is some confusion amongst members as to how the scheme is monitored. The Board should continue to drive development and review the scheme, bringing it up to date and ensure that scrutiny processes include measurable improvements and that the scheme is embedded and understood by all staff. b. DIVERSITY - Although 2 members attend the PSNI's Strategic Diversity Steering Group, there is no clear evidence as to how information from those meetings is fed back to all Board members to heighten their awareness, understanding and capability on diversity issues and development or activity in PSNI, nor any indication of the impact of this engagement, on the Board's activity. A more structured approach should be developed. c. Although the Board's activity within reference groups is evident, the Board could more actively engage with Independent Advisory Groups (IAG). IAG representatives in many policing areas in England and Wales are actively encouraged to have involvement in member training and policy screening. The Board could consider their involvement in such development. d. The Board could consider a more coordinated approach between PSNI and the Policing Board to link and maximise diversity and equality strategies and to monitor activity to achieve maximum impact.
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	<p>approach to Human Rights which includes a linked action plan clearly promoting diversity and equality.</p> <ul style="list-style-type: none"> • There is clear evidence of direct involvement with the Equality Commission for Northern Ireland and in being meaningfully engaged in key consultation activity. • The Board has produced 5 annual reports on PSNI's compliance with the Human Rights Act 1998. Members of the Human Rights and Professional Standards Committee have specific responsibility for scrutinising this work and overseeing recommendations contained in reports. The latest report, published recently is a positive reflection of PSNI's commitment to Human Rights compliance. • The Board has introduced enhancement to its established Human Rights monitoring approach, this being the use of thematic reports, the first of which was in respect of domestic violence published in March 2009. Further thematic work either undertaken or planned includes Stop and Search and Children and Young People. The outcome of this work enhances oversight of Human Rights and linked performance as well as having the potential to increase public confidence levels. • Additionally, the Board over recent years has invested in the services of independent Human Rights Advisor. 	
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		<ul style="list-style-type: none"> • The Policing Board ensures through its Human Rights and Professional Standards Committee and wider Board activity equality of service delivery, underpinned by the developed Equality Scheme. There is clear evidence of effective challenging and of driving action through the police service to address inequality. For example in respect of variations in confidence and satisfaction levels. An improvement plan is currently in existence. • In an effort to identify improvements and expand its scrutiny, the Human Rights and Professional Standards Committee have carried out a detailed review of the PSNI use of stop and search and have questioned powers under the Terrorism Act 2000 and the Justice Security Act 2007. The objective is to report on PSNI's compliance with Human Rights in respect of their exercise of powers. • There is a clear aim to promote diversity through developing better relationships and cooperation with communities. The Community Engagement Committee has been working with the most vulnerable groups in society through the work of reference groups which include Minority Ethnic Reference Group. An example of diversity in action would include the following event – the Board in collaboration with the Indian Community has held a conference to explore ways to tackle race related hate crime through effective partnership. The chair of Community Engagement Committee was a keynote speaker at the conference demonstrating leadership and 	
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		<p>commitment to dealing with inequality and diversity. The Board also demonstrated its desire to reach out to and engage with all communities its aim being to raise public confidence and reduce crime.</p> <ul style="list-style-type: none"> • Induction training for new members contains elements of diversity. All members have been invited in previous years to attend diversity awareness training and various presentations that have contained elements of diversity training. Additionally, MLAs receive such training as part of their MLA role. • District Policing Partnerships and the Police Service of Northern Ireland are public bodies under the terms of the Human Rights Act. This status places significant responsibilities on such bodies to ensure that they are human rights compliant. • The PSNI has in place a 'Policing a Shared Future Strategy' a strategic framework for the promotion of equality, diversity, good relations and building trust. The document sets out a plan for the PSNI to ensure that everything done is underpinned with fairness and respect. The document informs the public of the intentions of PSNI and what PSNI expect from police officers and police staff. The clear focus is on treating people fairly and in accordance with their unique needs and in doing so tailor the service to meet the needs of different groups. As part of the approach the PSNI have in place a Strategic Diversity Steering Group to drive progress. 	
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		<ul style="list-style-type: none"> • A member of the Board represents its interests on the PSNI's Strategic Diversity Steering Group. The member provides effective contribution and challenge to PSNI's activity at those meetings. 	
1.5	<p>The NIPB directs resources and is properly skilled to discharge its governance responsibilities;</p>	<ul style="list-style-type: none"> • The Policing Board is an independent body made up of 19 Political and Independent members established to secure for all the people in Northern Ireland an effective, efficient, accountable and impartial police service which has the confidence of the whole community. • The Board has in place a committee structure that is similar to that of many police authorities in England and Wales and which mirrors advice provided by the Association of Police Authorities. Formal meetings of the Policing Board and its committees, each of which has a nominated chair and vice chair are supported by Board staff in their scrutiny of police service activity. Meetings of the Board are held with both private and public sessions and minutes are accessible through the web-site. Of the 19 members, 10 are political members (MLA) and 9 are independent members. Although chairs are nominated for each committee, within the structure there are no lead members selected for functional or specialist areas. • Currently accountable to the chief executive there are 4 directorates each headed by a functional director. Additionally, there is a role of DCEO which heads up External Relations. The 	<ul style="list-style-type: none"> a. LEADERSHIP - Although there is evidence of functional leadership across some committees, there has been a growing lack of focus and attention on providing meaningful strategic leadership, vision, and strategic direction for the organisation as an entity, over recent years. Additionally, there is no ethos of continuous improvement. This situation has worsened gradually through successive chairs and chief executive's and has resulted to date in strategic drift, lack of a common vision or purpose, and a culture that is slow to seek out or embrace opportunities for organisational change. The Board should now take incisive action to address this situation. b. The Policing Board could develop within its governance arrangements a 'leadership group' made up of the chair, vice chair and a political party representatives from each party. This group should oversee, steer and support the strategic development of the Board, have oversight of strategic risks, drive corporacy and be in a position to make speedy decisions when needed. This could also be considered in line with any changes to the committee structure. c. CORPORACY - The assessment has found clear evidence of a lack of joined-up thinking, teamwork and corporacy amongst the Senior Management Team. There are

	<p>directorates are External Relations including Community Engagement, Policy, Planning, and Corporate services. Each director has a team of staff with the total number of staff amounting to in excess of 60. The Northern Ireland Civil Service provides officials below staff officer grade. All of these staff are employed within Civil Service terms and conditions. Specialist advisors in key areas such as audit and finance, risk management, and estate management are in post.</p> <ul style="list-style-type: none"> • The current committee structure comprises of the following key committees - <ul style="list-style-type: none"> ○ Policing Board Full Committee, ○ Human Rights and Professional Standards Committee, ○ Corporate Policy, Planning and Performance, ○ Human Resources Committee, ○ Resources and Improvement Committee, ○ Audit and Risk Management Committee, ○ Community Engagement Committee. • The Policing Board does not have a separate Standards Committee. • The chief executive is the Accounting Officer for the Board which fulfils the statutory obligations. The role involves the post-holder being directly involved in the key business of the Board and to provide support, for example at full Board meetings, nominated committee meetings, recruitment processes for Chief Officers and when key financial decisions are to be made. 	<p>differing views and perceptions prevailing regarding many aspects of the Board's operation and effectiveness. As SMT members with direct responsibility for their specific directorates, the directors have functional knowledge, personal commitment and general support from their allocated committees. The approach that prevails however has led to a lack of corporacy, does not optimise resources and could be more efficient and effective.</p> <ul style="list-style-type: none"> d. TEAMWORK - Little teamwork is being displayed across the membership. Where it is, it is based on political allegiances and alliances other than teamwork or a sense of common purpose. There is a need to fundamentally examine the Board's style and approach in this respect. e. ORGANISATIONAL REVIEW - The Policing Board has significant capacity and capability within its resources over and above the vast majority of other police authorities. The organisation has grown to service committees rather than focus on the delivery of outcomes. In line with its legal duty to ensure effectiveness and efficiency, the Board should undertake a fundamental review of its services. In order to bring efficiencies and a more effective approach, the Board should consider the current structure and whether this resourcing arrangement is justified and sustainable in light of financial constraints which may have to be made. f. ROLE CLARITY - The Board should clarify the job description, responsibilities and activities of each post in the Senior Management Team to ensure both internal staff and external partners understand the nominated roles and to reduce confusion and increase effectiveness; These two issues around a lack of role clarity and purpose of the SMT should be addressed as a matter of urgency;
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	<ul style="list-style-type: none"> • Role profiles /job descriptions are in place for all directors and support staff, which outlines duties and responsibilities. Although this is the case, in reality there remains confusion and uncertainty as to some roles. • Independent members of the Board were appointed by the Northern Ireland Office following an established assessment process. Under devolution the next appointments will be made by the Department of Justice. Although the Board has made a concerted efforts to address known skills gaps in the membership, its influence as to who, is appointed is limited and not within the control of the Board. • The Policing Board's procurement strategy that currently exists promotes economic development and diversity by encouraging local companies and ethnic minority businesses to compete for Policing Board business. 	<ul style="list-style-type: none"> g. There is a clear evidence that the leadership of strategic development activity, such as in respect of the strategic vision, is being inappropriately delegated. This work is recognised as being of critical importance and immediacy in setting the direction of the organisation for future years. It will also provide the public, partners and sponsors with assurance of the Board's strategic intentions and could provide the basis for strategic engagement to agree common goals and partnership buy-in. The Board should ensure that this strategic development should be directly and overtly led at the highest level of the organisation. h. ACCOUNTABILITY - Senior Management Team meetings, held weekly and chaired by the chief executive, lack effectiveness and value in their current form. Directors are not meaningfully held to account for performance and progress within their sphere of operations. Staff are becoming frustrated despite their obvious loyalty to the Board and commitment to their individual work areas. This is having a negative effect on organisational progress and the Board's credibility both internally and externally and could if left unattended damage the professional image of the Board amongst partners and sponsors in Northern Ireland. i. Despite this the chief executive is attempting to progress issues to improve effectiveness through arranging teambuilding activity and personal discussions with SMT members to engender a more corporate approach to future development and activity. These initiatives should be supported by the Board and directors. j. Key Issue - This prevailing state has resulted in a lack of corporate responsibility and ambition, barriers to
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			<p>organisational progression and ineffectual accountability mechanisms. This situation can only be managed through strong leadership, demonstrating relationship management, self-awareness and effective communication skills. It is important at this time of organisational change to overtly employ transformational leadership ability, and in doing so the Board's executive (Chair and chief executive) should take a visionary position and inspire members, directors and employees to create a collective mission and strong sense of purpose for the good of the organisation;</p> <p>k. PROCESS BASED - Compared to other police authorities an excessive number of meetings taking place not only as part of formal Board meetings but also amongst committees. Business is generally slow with decisions often taking an unreasonable length of time to reach conclusion, often being passed between committees for consideration and views. This is causing frustration amongst some members. The business of committees is overloaded by papers which are frequently considered at length then 'Noted' without the requirement for any decision to be made. This approach should be reviewed. <i>(Consideration could be given to the work of the Human Rights and Professional Standards Committee, in this regard, which is rationalising the provision of documents to members, providing documents for action and information in separate volumes).</i></p> <p>l. There is a prevailing risk averse culture whereby key Board officials provide all papers to members for information and oversight which is on many occasions unnecessary. There is a need to reconsider committee business to enable a risk based approach to be taken and ensure the member's time is being maximised.</p> <p>m. The support staff activity should be more focused, dynamic</p>
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			<p>and undertaken within an agreed prioritisation matrix based on organisational priorities (to be contained within the strategic plan).</p> <p>n. REVIEW SUPPORT LEVELS - The Board should review the level of support resources being allocated to committees in an effort to be more efficient and effective. This could be undertaken as part of any forthcoming organisational review.</p> <p>o. TRAINING/DEVELOPMENT - Training for members is organised and administered through a basic spreadsheet approach in which member training, conferences and events attended are recorded. A learning and development plan should be developed, properly constructed and costed to take account of generic and individual training, for example, in respect of members taking on new roles in committees and panels. This is a key document and the format should be specific in that it should be SMART based, indicate the rationale for the training being provided, and indicate success factors and how the training will be evaluated in terms of its impact on the effectiveness of the Board's role. Elements of the training should be clearly linked to the corporate business plan and the risk register. Provision for flexibility in the plan should be made.</p> <p>p. The level of capability, confidence and subsequent impact, varies across the membership, as is the case with most similar organisations. The Board should revisit and update generic member role profiles and introduce and implement relevant training both generic and member specific, following the undertaking of a training needs analysis. All members should ensure they are clearly aware of their role, responsibilities and expectations. This is particularly</p>
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			<p>important for new members, members leading committees and those attending partnership meetings. Where members are chairs of committees, any identified gaps in their skills levels should be addressed. Importantly, cognisance should be taken of the need to provide specific training in order to properly scrutinise more complex areas of business such as protective services.</p> <p>q. A Performance Review mechanism should be progressed for all members and directly linked to the corporate business plan strategic intentions and objectives.</p> <p>r. LEAD MEMBERS - The Board should seek to identify a lead member for each key area of business in order to heighten capability, provide functional leadership and member specialism. This would provide the opportunity to enhance skills through specialist training and be a known point of reference for members, the police service and other Authorities. Key areas of business could include performance management, human resources and protective services. Nominated lead members should continue to take an overt and active part in relevant police service meetings such as the Diversity Forum and Citizens Focus meetings. Care should be taken to prevent a narrow perception of ownership and responsibility.</p> <p>s. The Communication Strategy commenced in 2006 was a three year rolling strategy. Since that time, yearly plans have been developed and implemented together with bespoke communication strategies specific to individual initiatives. The corporate Communication strategy should now be reviewed and updated against the backdrop of activity to develop a new vision and Corporate Plan. The Strategy is an important document to provide consistency</p>
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			of approach and corporacy.
1.6	The NIPB ensures high professional and ethical standards are set for itself and the police service;	<ul style="list-style-type: none"> • The Board has strategies in place that outline the strong cultural values and expectations of the police service and the Board. A framework document for the governance of the Board is in place which is in the process of being reviewed in line with the devolution of policing in Northern Ireland. The most recent version is dated February 2009. The document clearly sets out the purpose of the Board and its corporate governance and accountability arrangements to the Department of Justice. There is a focus on the role and responsibilities of the Board's chief executive and the Chairman, the requirement to produce and publish annual reports, audit arrangements, financial responsibilities, risk management, business planning and human resources. The framework is based on the principles of good governance and underpins transparent and sound decision making supported by effective systems. • Compliance with the Code of Conduct, standing orders and the registers of interests and gifts is monitored by internal audit. Compliance is reported to the Corporate Policy, Planning and Performance Committee. • Training has been provided to new members, which includes training on the Code of Conduct. All members signed up to the Code of Conduct which demands members conduct themselves to a high standard and with integrity. 	<ul style="list-style-type: none"> a. PERFORMANCE - There is no robust or overt mechanism in place to hold members to account for their performance. Even though records are maintained of member attendance at meetings, there is no means to address lack of attendance other than data being published on the web-site. Member attendance at meetings in PSNI is not recorded. The Board could strengthen its approach to member performance and maintain consistent records to member activity. b. Some members and key staff are unaware of informal or formal practices to hold members to account when personal standards relating to their role are not met. The approach adopted should be clearly documented and made more transparent. c. The Board is in the process of developing a Whistle blowing policy which will reflect the Northern Ireland context following devolution. The policy should be clearly posted on the Policing Board's web-site to highlight the Board's approach to the public. d. STANDARDS - The Board does not have in place a Standards Committee to deal with standards within the Board, which is considered a key element within police authority governance structures in England and Wales. Although accepting that the Policing Board operates differently to police authorities, this approach could be considered. Such a committee could be chaired by a lay member who is independent of the Board and would have a role to oversee the conduct and integrity of the Board

	<ul style="list-style-type: none"> • A register of member interests is in place which includes an appropriate declaration made by members. The member allowances and travel subsistence scheme is published on the web-site. Additionally, members are held to account for attendance at committee meetings for which a record of attendance is kept and published on the Board's web-site. • The Chair, Vice Chair and chief executive take an informal but positive and balanced approach in dealing with incidents when standards of members and staff are less than required by the Board. This approach however is not documented. • There is a clear focus on public complaints and individual standards. The Board has in place established arrangements through the Police Ombudsman and the Corporate Policy, Planning and Performance Committee to have an oversight of police service standards and public complaints made against the police service. Information on complaints is provided under legislation by the Ombudsman's Office and analysis on trends and patterns is conducted by Policy Directorate staff. • The Committee has challenged the PSNI to ensure that Professional Standards in their widest sense are being promoted throughout the organisation. There is a productive working relationship with the head of PSD in PSNI. 	<p>and to ensure that its decision making is appropriate. The committee should also ensure standards and ethical behaviour is maintained and addressed where appropriate and provide a means for confidential reporting. Members should undertake training in accordance with the national Code of Conduct.</p> <p>e. UPDATE STRATEGIES - The assessment found that a number of strategies and policies have not been updated in line with developments. The Board should introduce a time-bound schedule of review for key strategies and policies based on risk and ensure appropriate resources are allocated to the task.</p> <p>f. EQUALITY/DIVERSITY – Although some basic training on equality and diversity has been offered to members in previous years, the Board should provide all members and staff with updated and increased awareness of equality and diversity within a framework of quality, fairness and community and race relations. This will be in line with the Board's statutory obligation under Section 75 and Schedule 9 to the Northern Ireland Act 1998.</p>
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		<ul style="list-style-type: none"> • The explanation of the role and terms of reference of each committee is clearly posted on the Board's web-site to provide information to the public as to the focus and activity of each committee and promote the maintenance of high standards of conduct by members. • The Board has a strong approach to audit and compliance. The work of the internal audit team, PriceWaterhouseCooper, is principally based on items and topics agreed in an annual audit plan through the Audit and Risk Management Committee. The audit team assigned to the Board has relevant experience, capacity and flexibility to deal with additional audit requests if appropriate. Members can raise concerns and issues appropriate for audit through its Audit and Risk Management Committee. • Clear documented standards and guidelines are in place for key areas such as IT compliance and Finance. • The Board has in place arrangements with the Northern Ireland Audit Office to act as external auditor. This role has been taken on following devolution from the National Audit Office. An agreed audit plan is in place. The external auditor has previously made comment in reports that the audit function meets all CIPFA standards and works to a high standard. • Effective and robust protocols are in place for complaints made against chief officers. 	
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		<ul style="list-style-type: none"> • A Code of Ethics is in place for police officers in PSNI and is accessible on PSNI's web-site. Police Officers are aware of the expectations placed on them as they carry out their duties, and this Code of Ethics is designed to assist them in that regard. 	
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Scrutinising Performance Outcomes

How effective is the Policing Board scrutinising and ensuring that the police service delivers the priority services that matter to local people?

Criteria	Evidence /Strengths	Areas for Improvement
<p>2.1 The NIPB has the capacity to make effective senior appointments and holds the chief constable to account for delivery of objectives, priorities, and quality outcomes;</p>	<ul style="list-style-type: none"> • The Board has a lead role in selection processes for ACPO chief officers. Members appointed to selection panels undertake relevant training and receive appropriate advice on the selection process, questioning techniques and scoring. The Board identifies skills requirements in the chief officer team and aims to achieve a 'best fit' for the context in which the police service operates in Northern Ireland and in order to develop PSNI. • There is evidence of the Policing Board holding the chief constable to account for delivery of strategic objectives contained within the Policing Plan through its Board meetings. • The principal means to question the policing activity and performance of PSNI in respect of 	<p>a. STRUCTURE - Board and Committee – The decision making and scrutiny process of Board and committee meetings is slow, bureaucratic and not outcome focused. This is resulting in a lack of focus, comprehensive scrutiny and frustration amongst both members and some senior officers in PSNI.</p> <p>b. Currently performance scrutiny across the Board's committees is not consistent or systemic. Scrutiny is not always focused at a strategic level and requests for action by PSNI are often initiated by individual member agenda's. Board meetings with the chief constable could be better managed with questions being maintained at a strategic level and individual member agenda's being avoided unless previously agreed. More focus could be placed in demonstrating corporacy and in drilling down and pursuing identified performance issues.</p>

	<p>policing plan priorities is through formal Board meetings when prepared and spontaneous questions are put to the chief constable. These meetings are open to the public to attend and are held at least 8 times per year in the Board's offices. With the exception of a number of selected questions on specific areas of interest, there is no meaningful and systematic scrutiny of targets and performance issues that can be pursued over time and with some rigour.</p> <ul style="list-style-type: none"> • These meetings are well attended by members and the PSNI chief officer group including the chief constable. Questions are posed to the chief constable following receipt of a quarterly performance report provided to the Board by PSNI. Performance data provides operational performance results across the current range of performance objectives and targets contained in the Policing Plan. There is clear focus on crime reduction and detection as well as other policing issues such as roads policing. The focus of detail however does not extend to the performance of DCUs or departmental performance. • Additionally, the Board's committees clearly scrutinises progress of the 6 key projects currently ongoing in PSNI and contained in part 3 of the Policing Plan. • The Board is in the early stages of discussion with PSNI to install a performance monitoring system (software) known as 'PRIDE' which is being developed by PSNI to readily monitor performance on a range of policing services not 	<ul style="list-style-type: none"> c. The Board is in the process of considering a revised committee structure. Against this backdrop, consideration should be given to developing a more inclusive and partnership based approach to scrutiny with PSNI. Examples of where this approach is adding value are in respect of the workshop based scrutiny taking place through the Human Resources Committee and the round table discussions that occur within Human Rights thematic research. It is important that in working closer in partnership with PSNI, the Board maintains its independence and challenge function. d. FOCUS ON HIGH RISK /Underperformance - In order to strengthen its approach, the Board and its committees should place more systematic focus on scrutiny of high risk areas and areas where the police service is underperforming and not achieving targets. Discussions and challenge should be outcome focused. As an example, focus should be placed on policing activity to respond to and deal with anti-social behaviour across the province. This policing issue is a growing concern that directly impacts on confidence levels and policing outcomes. e. Currently, there is no consistent and focused scrutiny undertaken on key business areas. The Board should provide the capacity and capability to undertake focused and rigorous scrutiny on performance and developments such as in respect of services to vulnerable people, domestic abuse, missing people and partnership activity. f. DATA - The Board should facilitate more consistent independent analysis of police service performance through the use of its access to dedicated specialist support staff, focus more on key issues and
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		<p>least the Policing Plan priorities and associated targets. This will facilitate ready access to more up to date monitoring of performance data which will be approx 4 days old.</p> <ul style="list-style-type: none"> • There is regular contact between the chief officers and various Board officials /officers which facilitates access and opportunity to deal informally with appropriate performance issues and queries. There is a robust PDR process in place for the chief constable. 	<p>underperformance through the extension of effective briefings for members and the extension of scrutiny to take account of key policing areas such as protective services, call management and customer focus. There is little evidence of data analysis being undertaken to assist members to effectively question the PSNI on emerging performance issues.</p> <p>g. Whilst the performance data report presented by the police service provides basic performance data on the Policing Plan priorities and targets the Board should seek to build on data and associated management information to be more comprehensive and forward looking in order to monitor changes over time, trends and targeted projections.</p> <p>h. Staff routinely undertaking data analysis, should be focused and where appropriate provided with enhanced training to improve skill levels and expertise in order to enable proper understanding and application of performance techniques and trend analysis. This will provide members with appropriate support, advice and briefings.</p> <p>i. BENCHMARKING - More focus should be placed on developing benchmarking opportunities and undertaking more regular benchmarking and comparative analysis to assess service provision across PSNI and Board and opportunities to improve.</p> <p>j. DETAIL of MINUTES - Minutes of meetings from committees lack sufficient detail to indicate to the public whether any constructive criticism or challenge has been made or explanation requested of the police service about shortfalls in performance or performance data. Nor do</p>
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			<p>minutes indicate the seeking of action reports from the reporting officers. There is little evidence in the committee minutes to demonstrate that the Board systematically focuses on underperformance or progress towards agreed targets. Public minutes could be more informative to provide an open and transparent insight into the activity of meetings. Additionally, minutes on the web-site could include attachments such as appropriate PSNI reports and presentations which will heighten the level of information available.</p> <p>k. TRACKING - Challenges to PSNI through committees should be more outcome focused and be clearly tracked through to action on the ground. Action sheets should be included in all minutes in order to more easily facilitate tracking of actions requested of the police service.</p>
2.2	<p>The NIPB demonstrates a rigorous approach to performance scrutiny, analysing data to monitor performance and tackling under-performance;</p>	<ul style="list-style-type: none"> • A policing performance report against Policing Plan targets is provided to the Board by the police service on a monthly basis which is presented at the following Board meeting and the Corporate Policy, Planning and Performance Committee. • There is evidence of challenge in respect of Policing Plan performance, through public meetings of the Board where the chief constable is required to formally present performance. Formal questions, on performance are tabled by members, which the chief constable is required to respond to. Some members however, view these meetings to be primarily an opportunity to heighten individual member profiles rather than corporately undertake the scrutiny role of the 	<p>a. ROBUST SCRUTINY - Although the Policing Plan priorities are routinely assessed, the current committee structure and arrangements do not provide sufficient opportunity to robustly and routinely scrutinise a number of key policing functions such as protective services, call management, customer care, citizens focus, quality of service and neighbourhood policing performance. Currently performance scrutiny mainly falls within the activity of Board meetings and the work of the Corporate Policy, Planning and Performance Committee which has an extensively broad remit, limited time and a very demanding workload. The Committee meeting receives a significant amount of performance information from PSNI and does not have the opportunity to drill down on performance making effective scrutiny very limited.</p>

		<p>Board.</p> <ul style="list-style-type: none"> • Briefing documents are provided to members following receipt of quarterly performance data form PSNI. There is a strong focus on the provision performance, positive messages and areas of concern for members to query with the chief constable. The current approach is not systematic or robust nor does it provide any explanation/rationale or analysis of performance variation for members. The main focus is to provide questions for members to ask. • The Board has in place a Human Resources Committee in which there is a clear focus on recruitment, retention and progression, police service training, discipline issues and grievances. A dashboard is used to assist with the monitoring of trends and projections. The Board has a good record of progressing HR issues and implementation of recommendations for improvement. In particular there is clear focus given to Patten recommendation requirements. • The Policing Board has representation on various committees and steering groups in PSNI some of which involve individual members such as in respect of the Strategic Estates Committee, the Strategic Diversity Steering Group, Policing With the Community Steering Group, Procurement Committee, Executive Health and Safety Working Group, Claims Management Committee and others for which Board officials attend. This approach provides members with enhanced understanding. 	<p>b. COMMITTEE STRUCTURE - The Board could introduce into its committee structure a separate 'Performance' Committee' to draw together all performance data and performance issues under the remit of one committee. The committee convened regularly would allow more focused scrutiny of policing functions and services and provide members with a holistic and strategic view and improved understanding of policing in PSNI. It would maximise strategic understanding and resourcing linkages, specialist support, and enhance the opportunity for robust scrutiny. Importantly, a themed approach could be expanded to examine activities around for example neighbourhood policing and quality of service. In line with the current discussions ongoing in the Board, it may be possible to reduce the number of formal Board meetings in order to provide the capacity to develop this approach.</p> <p>c. Additionally, this dedicated scrutiny approach would facilitate improved monitoring of ongoing key projects such as PWC and their outcomes and impacts on performance improvement.</p> <p>d. SCRUTINY REVIEWS -The Policing Board should develop a thematic approach and commission short time-bound scrutiny reviews to focus on identified policing functions, areas of high risk or where there is identified underperformance. A small nominated team would undertake reviews, the outcome of which would support the work of the Performance Committee.</p> <p>e. KEY PROJECTS - With such projects benefit has been seen in some committees through the introduction of a workshop style approach with PSNI. This approach should be encouraged across all committees to facilitate drilling down to the required level of detail and to better</p>
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	<ul style="list-style-type: none"> • There is clear evidence through numerous examples of the police service being challenged through formal committee business. For example, the requirement for the development of a clear communication strategy dealing with parades and the focus placed by the relevant committee on this critical area of policing, the finalisation and application of the estates strategy and the development of a holistic strategy to position PSNI to respond to the ongoing dissident terror threat. • Considerable progress has been made on the Patten recommendations. The Board has agreed to sign off outstanding recommendations and incorporate further monitoring into the existing monitoring framework. • The Board has robust arrangements in place to monitor compliance with the Human Rights Act 1998. The Board monitors the performance of the police service in complying with the duties imposed by the Human Rights Act 1998. As a general rule, acts of the police in complying with legislation such as the Police and Criminal Evidence Act 1984, the Regulation of Investigatory Powers Act 2000 (and the associated Codes of Practice under each) and anti-discrimination and equality legislation will be compatible with the Human Rights Act 1998. • In respect of Human Rights the Board has been proactive and innovative, allocating dedicated resources to overseeing Human 	<p>understand the drivers of performance in certain business areas. This would enhance the Board's approach to holding the chief constable to account.</p> <ul style="list-style-type: none"> f. INTEGRATION - Performance development should be outcome focused and seek to bring together performance data, costing/finance data, and risk management data. Currently these issues are examined in more of a silo approach and should be aligned to facilitate more rounded discussion and business understanding. g. LEAD MEMBER - The Board could develop its member arrangements to identify and nominate a 'lead' for performance management. This will heighten the ability of the Board to more effectively scrutinise through leading and advising on reality testing activity, acting as member coordinator and a point of reference for its staff undertaking data analysis and the police service. In addition the lead member will be able to represent the Board at performance conferences and take a lead role in performance development. h. DCUs - The Board could continue to develop its scrutiny role to take systematic and regular account of DCU and partnership priorities and targets which should be a key element within the broader performance framework. This will allow members and officials to have a systematic understanding of the impact of neighbourhood policing at local level, local community safety partnership performance and the contribution made by the police service. i. In line with the above the Board could seek attendance at the police service Strategic Performance Meeting (Strategic Tasking and Coordination Group) as an observer. Currently the Board does not attend these
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	<p>Rights, introducing the requirement for an annual report and a schedule of thematic on HR issues. These include, Domestic Abuse, Stop and Search and Children and Young Persons. An action plan to drive forward identified recommendations for improvement is in place and overseen by the relevant Director and Committee. An example of where the committee has taken an active role is in respect of stop and search activity by PSNI.</p> <ul style="list-style-type: none"> • The oversight of police complaints is undertaken through the Human Rights and Professional Standards Committee. The Police Ombudsman has a statutory function to receive and investigate public complaints and the Board complements this work through coordinating activity with the Ombudsman, effectively engaging with PSNI and seeking to heighten and broaden its role. 	<p>meetings, which is common practice in many other police authorities. This limits the Board's ability to understand, within its strategic remit, the complexities of resourcing priorities against conflicting demands and the police service operating context particularly in respect of neighbourhood policing, citizens focus policing and partnership activity. The Board should seek to agree a working protocol with the chief constable to facilitate member attendance in this process. In light of organisational changes, the Board could maximise opportunities to attend such meetings.</p> <ul style="list-style-type: none"> j. DCU - The Board should review its approach to DCU contact, and look to increase the quality of scrutiny arrangements through introducing an official nominated Board member for each DCU who will liaise and build a professional relationship with the DCU commander and help address public and partnership concerns in each local policing area. Importantly, as well as providing an effective challenge, they will with the DCU commander seek to heighten public confidence in the police. k. Linked with the above, the Board should introduce a consistent format and standard by which to undertake Area visits/performance meetings. Such visits promise to provide valuable opportunities to undertake a wide range of reality testing. There is a need to prepare and undertake meetings in a consistent and meaningful manner. In this way the Board can be given realistic feedback on Area performance, issues and development by visiting members. As well as strengthening scrutiny arrangements by providing opportunities to explore themes at Area level (e.g. neighbourhood management, workforce modernisation, welfare issues and Value for Money), member understanding of the local policing context and
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			<p>DPP developments will be enhanced.</p> <ul style="list-style-type: none"> I. DCU SUPPORT BRIEFINGS – The Board could look to develop for the benefit of members a briefing package when attending District Command meetings. Briefings should reflect research findings on performance and other comparative analysis as well as emerging themes decided through agreement. m. DPP – Although it is recognised that local policing plans are the responsibility of District Commanders, the Board could seek, through DPP’s, to make local policing plans more SMART based by reiterating or providing clearer guidance on target setting. This would add to the current arrangement of providing annual training to DPP’s on the Local Policing Plan process. Consistent support should be provided to DPPs (especially at key times such as end of year performance). This should enhance the Board’s ability to meaningfully test the effectiveness of DPPs. DCU commanders should be encouraged to attend DPPs to drive business and members should attend more regularly. n. Below the province wide and regional level, there is little consistent focus on comparison or benchmarking of performance in respect of DCUs. In respect of DPP areas, the Planning Directorate is responsible for providing performance analysis support to DPP’s and offers this service to all. Only approximately half of all DPP’s requested some analysis be undertaken of the 2009/10 year end performance figures. DPP managers should be actively encouraged to make optimum use of this valuable service and to facilitate a more corporate approach to performance analysis. o. TRAINING - Training for members in performance
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			<p>management principles and techniques is currently limited. With the planned introduction of PRIDE, there should be better understanding of performance data through enhancing levels of training for members and officials to allow meaningful comparative analysis and benchmarking. The Board should ensure that as many members as possible attend training when organised and that it is effectively evaluated to ensure understanding, application of learning and effective challenge.</p> <p>p. The Board's Officials /support staff could, in addition to the provision of relevant training consider the development of a scrutiny guide for members based on good practice to facilitate understanding and effective challenge.</p> <p>q. INTERNAL MONITORING - Importantly the Board through the Senior Management Team should undertake regular reviews of its own performance both in terms of Board and committee arrangements and its management of staff, against its strategic objectives contained within its Corporate Business Plan. Reviews should be meaningful and effective and seek to identify opportunities to be more effective and efficient. The most recent review of this nature was undertaken some 6 years ago.</p>
2.3	<p>The NIPB sets challenging targets for performance and fulfils its own role in delivering increased confidence and drives the progress of its police service</p>	<ul style="list-style-type: none"> • A Policing Plan (2010-13) is in place prepared by the police service and approved by the Board that sets out policing objectives for the next three years with annual targets. There is a balance of national and local priorities in the plan reflecting the main issues raised by communities including public confidence issues. <p>a. There is clear evidence that the Board has a</p>	<p>a. DPP CONTACT - The Board should seek to improve contact with DPPs and DCUs to assess relative police service performance at a local level (ward) as to how the confidence agenda is being implemented and associated impacts. Contact at this level will offer the opportunity to undertake reality checks, dip sampling and to better understand the outcomes from local surveys.</p>

	<p>towards achieving this target;</p>	<p>focus on improving public confidence and that members understand the drivers of confidence with the public and partners.</p> <p>b. Board officials are meaningfully involved in the Policing Plan target setting process with PSNI. Discussions take place between relevant staff in order to agree potential and realistic targets based on objectives and performance indicators agreed at the previous Joint Strategy Event. The Board leads this process, inputs its own data including survey results. Suggestions and proposals on targets are made to the CPPP Committee for agreement. In this respect there is evidence of the Board imposing robust and stretching targets and performance indicators.</p> <p>c. The principles associated with the PSNI's Policing Promise sets out a common entitlement for what people can expect from their police service. The principles have been considered in setting the Board's priorities for 2010-2011.</p>	<p>b. CONFIDENCE STRATEGY - The Board could take a more proactive approach and develop and implement its own confidence strategy in consultation with the police service to proactively support the drive within the principles surrounding the confidence agenda. The Board is in a position to deliver key messages to its communities, local business and partners regarding policing standards, customer expectations and how it is reflecting the concerns of local people. This approach should be corporate and the Board could more clearly demonstrate how it is fulfilling its role in delivering key messages in support of the confidence target. Such an approach would assist with assessing the impact of Board activity.</p>
<p>2.4</p>	<p>The NIPB sets clear priorities and ensures the delivery of effective protective services; <i>(serious and organised crime, major crime, public</i></p>	<ul style="list-style-type: none"> At a high strategic level, the Policing Board has in place means to keep itself informed of national activity being undertaken in key areas of protective services such as serious and organised crime and major crime. The Board receives an annual update at a strategic level from the Head of Security Services which is 	<p>a. PROTECTIVE SERVICES OVERSIGHT - The Board should demonstrate that it recognises the additional challenge of properly scrutinising protective services by significantly strengthening its approach to be more comprehensive, systematic and coordinated. Currently there is no dedicated oversight of protective services with</p>

<p><i>order, roads policing, vulnerable persons and critical incidents i.e. single events that significantly impact on public safety)</i></p>	<p>presented to the CPPPC. This provides members with a general overview as to the level of threats being addressed in Northern Ireland.</p> <ul style="list-style-type: none"> • The Policing Board takes a professional interest in policing activities to deal with the dissident terror threat. This level of engagement is unique to the Policing Board. Statistics are produced in respect of the security situation for the information of the Policing Board. • The chief constable provides a 6 monthly update on protective services issues and developments to the CPPP Committee in the form of a brief report to update the Board. The report is structured around 5 principles of policing with the community i.e. service delivery, partnership, problem solving, empowerment, accountability. There is only one performance indicator for dealing with organised crime in the Policing Plan • As and when necessary the Chair/and Vice Chair receive a confidential briefing and some assurance on some policing activity associated with elements of the protective services framework. Members are however not security vetted by the Board, which could present limitations as to the level of information and detail made available by PSNI. • The police service has in place a Counter Terrorism (CT) Strategy which is aligned to and supports the National Contest Strategy through its key objectives and supporting activities. • Directly linked with many aspects of protective 	<p>current scrutiny efforts being divided across different directorates. The role and terms of reference of the CPPP Committee could be amended and enhanced to specifically include the meaningful scrutiny of protective services and if introduced protective services scrutiny could be a key element in the activity of a 'performance committee'.</p> <ul style="list-style-type: none"> b. TARGETS - The Board currently does not set any targets for protective services and there is no clear focus on linked outcomes. The Board should actively engage in the setting of priorities and targets for protective services which should be regularly and effectively monitored. A performance framework should be developed to monitor the extent and value of the Board's investment, performance improvement and how associated risks have reduced. c. PSNI CAPABILITY - The Board should ensure PSNI has in place an appropriate strategy and plan to develop and strengthen its protective services capability. This should be developed in accordance with the Association of Chief police Officers (ACPO) Protective Services Minimum Threshold Standards. The plan and progress should be overseen as a key part of the development and strengthening of Board's performance scrutiny arrangements. d. STRATEGIC ASSESSMENT - The Board should seek to have regular updates by PSNI on the content of the strategic assessment in order to develop a better awareness of key strategic threats and risks facing PSNI and to be able to respond accordingly. e. PREVENT - Within the national Counter Terrorism engagement project police authorities in England and Wales must oversee how police services are contributing
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		<p>services and its scrutiny is the robust approach the Human Rights and Professional Standards Committee adopts within meetings and as a key focus within its thematic activity.</p>	<p>to the Government’s national Counter Terrorism strategy which is split into four strands - Prevent, Protect, Pursue and Prepare. The Prevent element also requires police authorities to have their own plans in place to contribute to tackling terrorism, in particular through consultation and engagement work with communities. There is no evidence of members or officials having an active or regular link with ‘prevent’ activity. Members should have a sustained and active interest and demonstrate leadership in this key area of business.</p> <p>f. The Board could identify a champion for the ‘prevent’ strand. The champion, who could have appropriate vetting, could with PSNI progress the ‘prevention of the violent extremism strand (prevent)’ with partnerships and seek to attend the police service ‘Contest’ Board’. In doing so he/she could receive more detailed reports in respect of development and activity of counter terrorism issues and lead for the Board in identifying best practice. The Board could discuss with the PSNI how it can engage the public and partners at neighbourhood management level to improve confidence and how it can deliver appropriate messages to the public and partners to further support community cohesion.</p> <p>g. CRITICAL INCIDENTS - The Board should put in place an agreed and documented procedure for overseeing critical incidents which should include contact and briefing protocols. Currently, there is no known consistent and agreed management approach to critical incidents.</p> <p>h. TRAINING - Members should receive appropriate training to be able to understand and effectively scrutinise protective services activity.</p>
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			<p>i. MEMBER VETTING - Nominated members could be provided with enhanced vetting and awareness training on the 'prevention of violent extremism strand (prevent). Such a member/s could then have opportunity to deliver enhanced awareness training to the full membership.</p> <p>j. The Board is not represented at PSNI's 'Contest Board' which limits the ability of the Board to understand policing activity towards the various strands of 'Contest'. Arrangements could be considered with PSNI to facilitate properly vetted representatives to have appropriate oversight of developments and progress.</p>
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Achieving results through community engagement and partnership.
How well does the NIPB achieve results through community engagement, partnerships to deliver its ambitions and strategic priorities?

Criteria	Evidence /Strengths	Areas for Improvement
<p>3.1 The NIPB has secured and understood the views of local people about policing priorities in Northern Ireland;</p>	<ul style="list-style-type: none"> • During 2009-2010, the PSNI with the Board has been working towards delivering Citizen Focused Policing, listening to the needs of individuals and communities and delivering services to meet those needs as well as seeking to maintain a high level of customer satisfaction and community confidence. • The Board's Community Engagement Strategy was formally approved by the Board in July 2008. • The Strategy clearly outlines a vision for 	<p>a. IMPACT - The impact on policing resulting from community engagement events and activity (apart from the Policing Plan) is not always clear. Activity and decisions should be tracked from initial identification through to actions and impact on the ground by PSNI.</p> <p>b. MEMBER AWARENESS - Awareness of the community engagement strategy and engagement methods amongst members and some key external partners is inconsistent. The Board should seek to embed these strategies amongst its members and partners and ensure through the</p>

	<p>community engagement. The strategy states that the Board will:</p> <ul style="list-style-type: none"> • Share information – ensure that the public have access to information that is accurate, relevant, appropriate and easy to access and understand. • Consult – through a variety of surveys and research projects to seek and receive views from the public. • Participate and work in partnership – ensure the community voice is heard and that issues of concern are identified and addressed. Additionally, it is stated that the Board will respond to issues in a way that raise public awareness and confidence in the police. <ul style="list-style-type: none"> • To support and complement the Community Engagement Strategy the Board has developed detailed guidance on its implementation. • The Strategy and guidance provide a varied approach to consultation and community engagement which focuses primarily on surveys and public facing contact and engagement. • Staff from the Northern Ireland Statistics Research Agency (NISRA), independently undertake public surveys. An annual Omnibus survey is conducted over a month long period involving face-to-face structured interviews with approximately 1,200 people across Northern Ireland. Additionally, the Policing Board conducts biennial DPP public consultation postal surveys of 1 in 10 households (a sample size of 74,000). 	<p>strategy that they are aware of the various mechanisms being used to obtain community views and which groups are the subject of forthcoming planned engagement.</p> <p>c. EVALUATION - The Community Engagement Strategy guidance indicates that the Board identifies generic benefits from community engagement that fall into two categories: improved community engagement decision making and enhanced citizenship. Direct and indirect outcomes are identified as greater confidence in policing and a reduction in crime both of which contribute to an improved quality of life. Currently, following community engagement activity and events, a report outlining generic benefits is provided to the appropriate committee. Additionally, a summary of issues is provided for the PSNI chief officer team. Currently, there is no meaningful or effective evaluation of community engagement which will allow the Board to realistically and credibly assess the impact of activity on policing. The Board should seek to identify and introduce suitable evaluation criteria for the intended activities. Currently activities are principally aimed at increasing cooperation and confidence and there is a view that community engagement is ‘the right thing to do’ rather than bringing evidence of real outcomes and ‘added value’.</p> <p>d. SPECIFIC OUTCOMES - A Community Engagement implementation plan that supports the Engagement Strategy. The plan highlights activities within the three elements of community engagement (outlined previously in the report). The implementation plan outlines the timescales, links to the Policing Plan and the Board’s Corporate Business Plan with intended outcomes however, again the documented outcomes are generic and not detailed or specific to individual pieces of work. The</p>
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	<p>This activity helps assess public priorities, community issues and satisfaction levels. Results and feedback from these surveys are published on the web-site which is readily accessible to the public and are also included in the Policing Plan.</p> <ul style="list-style-type: none"> • Reference groups meet regularly. Groups cover a wide diversity spectrum which currently includes LGBT, Disability, Older People, Young People, Minority Ethnic, Women's Reference Group and Language Groups. There is acknowledgement by the Board that reference groups could be more effective and the Board is in the process of reviewing its arrangements to make them more strategic and meaningful. Discussions are yet to take place with existing groups. • There is evidence of feedback being given to these tactical level groups on how issues they have raised have been progressed and addressed by the activities of PSNI. It is recognised by the Board that feedback could be more systematic and focused. • Board officials have produced a summary highlighting the various types of community engagement activities undertaken which was subsequently reviewed by the Association of Police Authorities in October 2008 and it was assessed that the Board was undertaking activities comparable with similar authorities/organisation. 	<p>implementation plan does not indicate precisely what is to be done in terms of tasks and activity. Specific actions and targets for each of the activity types should be developed to enable the delivery of clear outcomes that directly and overtly contribute to and support policing.</p> <ul style="list-style-type: none"> e. GAP ANALYSIS - The Board should undertake a gap analysis on its engagement with hard to reach groups to ensure that it is reaching a broad cross section, representative of the whole population. The approach to engagement with diverse groups is presently not clear with no documented rationale or risk based approach, although it is evident that, some groups are identified and engaged. Such an approach will assist with identifying wider community priorities, not only to influence the Annual Policing Plan but also for immediate local action. f. STRATEGIC ASSESSMENT - The Board should take cognisance of the PSNI Strategic Assessment when considering consultation information/feedback during its formulation of the Annual Policing Plan and agreeing police service strategic priorities, target setting and the allocation of resources. This activity is undertaken by the Corporate Policy, Planning and Performance Committee which should be clearer about how feedback is used and what policing outcomes result from it. g. COLLABORATION – Further efforts could be made to develop closer more formal relations with PSNI to ensure that any duplication on engagement is reduced, diverse groups are contacted meaningfully and to maximise and rationalise resources being applied to formal engagement activity. Also the Board should seek to identify opportunities for collaboration and joint working on engagement /surveys with key partners to avoid
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	<ul style="list-style-type: none"> • Members and staff undertake a range of informal activities including ‘Seeing Is Believing’ visits, issuing newsletters to LGBT groups, attending community events such as Gay Pride and attending meetings of various community organisations around Northern Ireland. • Open discussions have also been facilitated in relation to particular issues, e.g. discussions with religious and community representatives to discuss concerns about policing and the wider criminal justice sector in relation to anti-social behaviour. • Board events encompass one off events in response to local issues, events that are attended on an ongoing basis and specific events that are organised in relation to particular interest groups. The Board has taken a proactive approach in engaging with loyalist and republican communities and has actively supported the connection between these communities and the police. This effort is significantly contributing to delivering safer communities and building confidence in policing. Feedback from such events feeds into discussions on priority setting. • A database has been developed containing key contact information in relation to a wide range of organisations and individuals. • The Board participates in the North West Group of the Community Engagement Network which is facilitated by the APA on an ongoing basis. This helps keep the Board up to date with Community 	<p>duplication of effort.</p> <ul style="list-style-type: none"> h. DPPs - There is currently a perception with some interviewees that DPPs are ineffective and are no longer relevant. Proper evaluation of the role and value of DPPs should take place on a periodic basis and findings used progressively to make improvements to effectiveness and efficiency. i. PROGRESS – The Board should continue to increase opportunities to be involved in shaping policing services, develop new ways of involving the public in decision-making via direct community engagement methods and encourage, facilitate and maintain a continuous dialogue with residents and stakeholders. It is encouraging to note that the Board has taken meetings ‘on the road’ taking the decision-making process to local people, communities and partners and is developing its social media networking arrangements. j. There is a clear indication of the Board’s drive to better understand the needs of customers. In doing so the Board could work with partners to develop a Citizens Panel, the aim of which would be to develop a membership that would be representative of the demographic makeup of Northern Ireland, with regards to religion, gender, age and ethnicity etc. This approach is used in many police authorities in England and Wales to good effect.
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		<p>Engagement developments.</p> <ul style="list-style-type: none"> • Unlike Police Authorities in England and Wales the Policing Board use District Policing Partnerships as the main forum for consultation at local level and public engagement in local policing. Feedback on policing activity (in relation to policing priorities contained in the Policing Plan) is provided through the 26 District Policing Partnership meetings as part of the district policing update. <p>The functions of a DPP are clearly documented and are to:</p> <ul style="list-style-type: none"> • provide views to the police District Commander and to the Policing Board on any matter concerning the policing of the district; • monitor the performance of the police in carrying out the Annual Policing Plan and local district policing plan as it relates to a district; • make arrangements for obtaining the views of the public about matters concerning: <ul style="list-style-type: none"> ○ the policing of a district ○ the co-operation of the public with the police in preventing crime • act as a general forum for discussion and consultation on matters affecting the policing of a district. <ul style="list-style-type: none"> • The monitoring of DPP effectiveness is undertaken by the Policing Board through an agreed effectiveness framework. This is done through the use of assessments undertaken by the Policing Board using information provided by each DPP in annual reports. Assessment reports are overviewed by the Community Engagement Committee. 	
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		<ul style="list-style-type: none"> • Public meetings give a District Commander the opportunity to present policing performance and to be questioned about performance towards local targets. DPPs rotate meetings across different venues and locations throughout the local area to provide better public access. • The Board provides appropriate support and finances to effectively manage the 26 DPPs across the province. Briefings and focused training is provided to DPP members and managers periodically with Board members are involved in hosting and fronting training events. • DPPs provide an annual report on how they have exercised their functions during that year, to their respective council. A copy of the annual report is provided to the Policing Board. • DPP meetings are well publicised and provide opportunities for face to face consultation with the public and to seek public views about local policing. • A notable example of where the Policing Board has engaged with communities is in respect of a public meeting organised and conducted by the Board in the Irish language, the aim being to give the Irish community the opportunity to find out more about the work of the Board and how it oversees policing. This was in response to a direct request from Irish language speakers. • Over the past year the Community Engagement Committee has been working closely and building relationships with key groups and individuals to encourage cooperation between 	
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		<p>the police and the community to prevent and tackle crime. An advertising campaign from June 2010 has commenced and will be repeated during August and October. There are examples of working with partner agencies such as PSNI, NIO Community Safety Unit, Social Services and Public Health and encouraging parents to talk to their teenagers about alcohol. This forms part of wider package of measures already in place. The approach supports the Board to obtain views of the wider community on policing and increase its profile.</p> <ul style="list-style-type: none"> • Consultation is considered through the Community Engagement Committee to inform the overall planning process. Feedback from consultation (e.g. survey information and event oriented feedback) is considered together with the national priorities when formulating the Annual Policing Plan and agreeing police service strategic priorities and associated targets. • The Board has in place a social media initiative that is being driven and developed through the Human Rights and Professional Standards Committee. The initiative has been introduced by the Committee to improve engagement and debate on the Committee's thematic reports. A facebook and twitter account have been set up and a standalone terminal has been provided to facilitate access. 	
3.2	The NIPB demonstrates that it acts upon	See evidence in section 3.1	

	community concerns by setting priorities for policing that reflect local needs and will lead to improvements in public confidence;		
3.3	The NIPB demonstrates that it provides feedback on how issues raised through consultation and community engagement have been considered;	<ul style="list-style-type: none"> The Board can demonstrate the provision of various forms of feedback to the community through a number of mechanisms. Examples of feedback include the publication of policing plan summaries, survey results, DPP feedback and Reference Group interaction. The web-site is well developed and informative and includes latest news and up-to-date information. The Board has in place a well resourced press office which has the capacity for 24 hour coverage. It is responsible for external communication, providing information for and updating of the Board's website, events management and press releases to the public. The facility is used to good effect by the Board to deliver key messages and feedback to the public. 	<p>a. PUBLIC FEEDBACK - Although various mechanisms are in place the Board could do more to provide a systematic approach to providing feedback on how issues raised through consultation and community engagement have been considered and addressed. An agreed approach should be written into the Consultation Strategy and/ or the Communication Strategy.</p> <p>b. The Board could seek views from the public (either through face to face contact, surveys or social media) as to the most appropriate ways to keep them informed.</p>
3.4	The NIPB demonstrates that it ensures that local police services are accessible to all communities, including hard to	<ul style="list-style-type: none"> The Policing Plan clearly reflects the priorities of different communities. The Board has a clear and developed focus on Equality and Human Rights that demonstrates clear commitment to tackle inequality and disadvantage and an ambition to deliver fair, 	<p>Please see 3.1 for main evidence relevant to this section.</p> <p>a. WEB-SITE DEVELOPMENT - Specific information on confidence levels and policing activity towards improving confidence and public satisfaction could as part of future web development be included on the web-site. This would help keep the communities and partners informed and</p>

	<p>reach and vulnerable groups;</p>	<p>equitable and accessible services for all communities.</p> <ul style="list-style-type: none"> • The political makeup of the Policing Board is reflective of the political makeup of the community however in terms of diversity more could be done to achieve wider representation. A number of new independent members have been appointed with diverse backgrounds and elected MLA members have good local knowledge of communities and their policing issues. • The internet web-site provides information for all communities and groups in respect of dates for all Board meetings, access to meeting agendas, and minutes which indicate the Board's activity across a range of its functions and responsibilities. • There is in place an effective and proactive Independent Custody Visiting Scheme which is overseen by the Human Rights and Professional Standards Committee. The scheme is well developed and publicised and provides independent oversight and reassurance on custody facilities and arrangements. Within the context of this scheme, the Board has been assessed for the 'Investing in Volunteers Award 2010' by the Volunteer Development Agency and subject to verification will receive the award later this year. • The PSNI has language line in place to facilitate better access to policing services for all community groups. 	<p>demonstrate that the Board is driving the confidence agenda.</p> <ul style="list-style-type: none"> b. MINUTES - Although committee minutes are included on the web-site, they currently do not provide sufficient information to allow members of the community who read the information, to gain any insight into the level of engagement, challenge and community contact that takes place. c. IAGs - The Board could be more proactive in overseeing the work of the Independent Advisory Groups and extending their remit to include the provision of advice on training and policy development. d. SOCIAL MEDIA NETWORKING – Although significant progress has been made in respect of use of social media, through the work of the Human Rights and Professional Standards Committee, the Board should now consider extending its social media networking arrangements to facilitate more immediate and dynamic public feedback and maximise the opportunity offered to deliver positive messages to all communities. This should be developed with appropriate security safeguards and made more accessible. e. The Board should make its confidential reporting arrangements more overt and known to members, staff and the public.
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<p>3.5</p>	<p>The NIPB demonstrates that it secures desired outcomes for local people and community safety priorities through effective partnership;</p>	<ul style="list-style-type: none"> • The Policing Board demonstrates that it aims to secure desired outcomes for local people and community safety priorities through working effectively in partnership. • Unlike in England and Wales there is no legal obligation or duty in Northern Ireland for public sector organisations to work in partnership with the police to reduce crime. Despite this limitation, the Board is involved with many partnerships aiming to deliver a more joined up approach to community safety and crime reduction. The key and most predominant partnership is District Policing Partnerships in which the Board has a statutory role. • Over the past year the Community Engagement Committee has been working closely and building relationships with key groups and individuals to encourage cooperation between the police and the community to prevent and tackle crime. An advertising campaign from June 2010 has commenced and will be repeated during August and October. There are examples of the Board working with partner agencies such as PSNI, NIO Community Safety Unit, Social Services and Public Health encouraging parents to talk to their teenagers about alcohol. This forms part of wider package of measures already in place. The approach supports the Board to obtain views of the wider community on policing and increase its profile. 	<ol style="list-style-type: none"> a. PARTNERSHIP STRATEGY - The Board should produce a Partnership Strategy to provide a coordinated and strategic approach to partnership working and drive partnership development. The implementation of such a strategy will also introduce role clarity and focus for activity. The strategy should include all key partnerships. b. PARTNERSHIP PROTOCOLS - It is recognised in Northern Ireland and particularly within the Board that crime and disorder reduction cannot be the responsibility of just one agency i.e. the police, and should be tackled by a variety of agencies working together in partnership. Although no legislation exists that would mirror the Crime and Disorder Act in England and Wales, the Board should formally seek to develop a working protocol with key partners including the PSNI, local councils, Primary Care Trusts, Fire Brigade, PPS and Probation Services, but may also include others to develop and implement strategies for tackling crime and disorder at a local level. c. ENGAGEMENT - Members do not attend or are not involved with DPPs, as partners, in a consistent manner. The Board should agree an appropriate level of member engagement with DPPs and put in place minimum standards. The 'buddy system' which is in place is reported to have broken down and is ineffective resulting in an inconsistent approach across the 26 DPPs. d. The Board should set out clear roles and expectations for members and officials attending partnership meetings. Currently some members, staff and partners are unsure as to what is expected of the Board which reduces their effectiveness, contribution and impact. This is particularly
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	<ul style="list-style-type: none"> • The Board and PSNI through grant funding to charities made from the Police Property Fund are being creative about solutions to community safety issues, whilst providing support to service delivery across the whole of Northern Ireland. In addition the Board's work is demonstrating a commitment to responding to the needs of local communities and supporting community safety initiatives. • The government has launched a consultation paper proposing fundamental changes to the way in which policing and community safety are delivered across NI. The paper recommends the creation of 11 single partnerships (to be known as Policing and Community Safety Partnership) covering all of the existing functions across Community Safety Partnerships and DPPs. The Government plans to introduce the new PCSP's, following local government elections in May 2011 for the 26 district councils. The Board is fully supportive of this development to introduce a single partnership. 	<p>important in light of the changes brought about by the proposition to merge DPPs and CSPs.</p> <ul style="list-style-type: none"> e. Members could have a better understanding of District Command based partnership developments, DPP and CSP based partnership views and about policing services being delivered in partnership at a neighbourhood management level. f. The Board should ensure that resources and skills are in place to deliver effective contribution to partnership working and should seek opportunities to increase capability in this crucial area of business. g. Although the Board is required to finance 75% of salary costs for DPP managers (based in statute) the responsibility for their management and performance is with their local council employers. The Board should seek to address this anomaly with local councils in order to be able to heighten standards of management and introduce a performance framework and consistency across all 26 DPPs. This will have the potential to increase effectiveness. h. MONITORING OF IMPACTS - Views and issues from the community and partnerships are solicited through member engagement with community groups (notably Police and Community Forums), and partnership meetings as well as other face to face meetings. There is however no agreed systematic approach or method of feeding in information to a wider Policing Board audience following the attendance of members and officials at partnership meetings. Members and staff are unaware of any systematic approach and there is no expectation that such feedback will be provided. The approach is currently ad-hoc and
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			<p>inconsistent. As a result it is difficult to monitor the eventual strategic outcomes from such meetings.</p> <p>i. In order to continue to heighten its involvement and impact in strategic partnerships in Northern Ireland, the Board could consider seeking to broaden its direct involvement in province wide partnerships. In England and Wales, police authorities would expect to have involvement in such partnerships as the Local Criminal Justice Board and Children’s Trust Board’s. Such involvement for the Board in Northern Ireland would allow it to broaden its strategic influence on wider criminal justice and community safety issues through linked strategies with partners.</p>
3.6	<p>The NIPB properly balances the focus on local issues and improvements in confidence with the wider needs of the public in policing regional and national concerns.</p>	<ul style="list-style-type: none"> The Policing Board has an understanding of local issues and national issues. There is evidence of the Board balancing competing demands both in setting priorities and resource management, to ensure improvements across PSNI are delivered. <p>See evidence in sections 3.4, 3.5, 4.1, 4.4</p>	<p>a. LOCAL and NATIONAL ISSUES – Members have limited access to information about national issues. There is no systematic approach to environmental scanning, benchmarking or feedback to the full membership following member or staff attendance at seminars, events or training. The Board should ensure that environmental scanning mechanisms are robust to help with scrutiny activity and inform the setting of policing priorities. Also that that arrangements are in place for feedback from members attending such events.</p>

Ensuring VFM and productivity
How effective is the NIPB in ensuring a clear and sustained focus on VFM to secure a good deal for the public?

Criteria	Evidence /Strengths	Areas for Improvement
4.1 The NIPB demonstrates that	<ul style="list-style-type: none"> There is in place a risk management regime which includes basic risk registers at corporate, 	a. RISK MANAGEMENT - The approach to risk management

<p>it has with the PSNI, made a comprehensive assessment of risk and threats, and ensures that resources are aligned to priorities, risk and threats;</p>	<p>directorate and branch levels. A Risk Management Strategy is in place which has been developed along CIPFA guidelines that highlights the importance of managing risk and assists members and staff with awareness of their role in risk identification and the alignment of appropriate resources.</p> <ul style="list-style-type: none"> • The Board operates within risk management framework, as outlined by the HMGs Security Policy Framework 2008. Through the framework, the Board's management risks and threats, which may affect its ability to discharge its business and takes action to deal with or minimise the risks and threats. • Within the agreed risk management structure the chief executive is responsible for advising the Board through the Audit and Risk Management Committee on risks faced and action taken by management and is also responsible for the review of the risk management arrangements. The development and administration of arrangements are undertaken by the Board's audit manager. Risk management is becoming more prevalent in operations, major projects, and change management initiatives. • Quarterly risk management reporting takes place to the Audit and Risk Management Committee including updates on the Board's corporate risk register and associated action plan. • The police service's risk management arrangements are embedded in business 	<p>is still developing and is not fully embedded. The Board should continue to develop its risk management approach and corporate risk register. In addition to clearly detailing risks and threats it is facing, it should expand on controls in place and activity planned to control/reduce the identified risk/threats. Timescales should be clearly stated as should the ownership for individual risks. Documented controls could be more meaningful, informative and agreed between the members, chief executive and directors.</p> <ul style="list-style-type: none"> b. The chief executive and directors are pivotal in embedding risk management and should seek to promote a culture to integrate risk assessments into day-to-day activities. c. The Board should ensure through its risk management processes there is clear and overt integration between its risk registers and strategic planning, business planning and financial planning. d. PROBING KEY RISKS - A corporate risk register is in place together with an action plan although it does not clearly outline key risks being faced by the Board as an organisation. The risk Management process could be more dynamic and include the identification of emerging risks. Although documented in the chief executive's risk register, there is a need to update the corporate risk register with current and emerging threats and risks such as the prevailing dissident terror threat, financial constraints and the potential impacts on the role of the board following devolution. e. The Audit and Risk Management Committee could take a more proactive role in the management of risk. Currently risk management and associated registers are overseen by the Senior Management Team with exception reports
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	<p>processes, with risk registers in place for all Area Commands and Departments. There is a clearly identifiable structure with responsibility for risk identification and remediation devolved to the appropriate lowest operating level. Risks are cascaded to a strategic level if deemed high and beyond the capability of the Area or Department to effectively deal with. Risk champions are in place. A non-executive director chairs the quarterly PSNI Audit Committee and attends the Audit and Risk Management Committee twice yearly to provide appropriate updates on related issues such as PSNI audit results and current risks and threats faced by PSNI.</p> <ul style="list-style-type: none"> • The Board has commissioned consultants PriceWaterhouseCooper to provide its internal audit function. The internal auditor has delivered basic strategic risk management training to members aimed at increasing member understanding of their role in risk management and to enhance the level of scrutiny of both the Board's risks and risk management framework. Training gives members an overview of strategic risk management including identification of strategic risks and their assessment and management. • The Board has commissioned a number of reviews of specific elements of its function namely in 2008, on Information Assurance Arrangements and in 2010 on Human Resource management which were undertaken by the internal auditor. In respect of information assurance, this work assessed the level of 	<p>being provided to the Audit and Risk Management Committee. Risks are reviewed and updated in line with changes made and reducing threat level. To provide a more clear focus, the Committee could more actively scrutinise the status and management of all key corporate risks facing the Board and ensure that all possible action is being taken.</p> <ul style="list-style-type: none"> f. THREAT/RISK TRAINING - Although members have had some basic training in risk management, risk identification and management is not systematic. This will take time and effort to embed across all functions and services. More comprehensive training on risk management should be provided for members who regularly sit on the Audit and Risk Management Committee, this being the core committee to develop the relevant strategy and policies and to challenge risk management progresses. g. RISK CHAMPION - The Board could identify and nominate a risk champion amongst its members who could lead this process and develop a more detailed understanding of threat and risk, gather good practice through relevant contacts and liaison with UK counterparts and associated public services in Northern Ireland. h. INTEGRATION –. The Board should be in a position to effectively and regularly oversee risk and threat management not only within its own functions but across the functions of PSNI. Although there is a 6 monthly update there is a lack of understanding and awareness of the key risks and actions being taken to manage and control risks across PSNI. The Audit and Risk Management Committee could be more probing in its approach to scrutinising risks across both organisations and take account of the documented strategic risks/threats
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	<p>compliance against level 1 of the HMG Information Assurance Maturity Model. The assessment gave an assurance rating of satisfactory. In respect of HR, this work was undertaken in early 2010 and focused on recruitment, dissemination of HR policies, flexible and part-time working arrangements, home working arrangements and the adequacy of performance appraisal. The scope did not include an examination of the resources being allocated to the HR function and whether the approach was efficient in terms of value for money.</p> <ul style="list-style-type: none"> • An annual audit strategy has been agreed using CIPFA guidance to assess topics for audit together with the corporate risk register. Audit reports are regularly presented to the Audit and Risk Management Committee, which also tracks progress of recommendations and monitors outcomes. • The external audit plan is based on the risk register, with audit activity being undertaken through the National Audit Office (during 2010 this responsibility will move to the Northern Ireland Audit Office). • The core of the audit team activity is based on financial management and anti-fraud and corruption prevention for which relevant strategies are in place. • A budget has been set aside for audit arrangements split between core audit and any 	<p>in PSNI's strategic assessment.</p> <p>i. JOINT RISK REGISTER - The Board, with PSNI, could look to create a joint strategic risk register and appropriate management mechanism for the purposes of both managing the common strategic risks of the Board and police service. This could provide a more joined up and inclusive approach to the identification and management of key strategic risks to policing in Northern Ireland and implement a unified drive to manage and control those risks.</p>
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		specialist work needed.	
4.2	The NIPB demonstrates that it directs effort away from non-priority areas;	<ul style="list-style-type: none"> • The most recent Comprehensive Spending Review settlement established the available funding for the PSNI for the 3 year period from 2008/09 to 2010/11. The budget for 2010/11 is £8,835k. • There is clear evidence that policing resources are aligned to the Policing Plan, managed within the available budget and closely and regularly monitored by the Board through its Resources and Improvement Committee. The PSNI director of finance and support services issues monthly financial reports to the chief officer group and the Board to monitor progress throughout the year. • The Resources and Improvement Committee meets formally on a monthly basis with more frequent informal meetings taking place between specialist financial officers of both PSNI and the Board to help scrutinise and oversee revenue and capital budget expenditure. The Committee receives detailed monthly reports which advise and update members in relation to various PSNI financial matters and help to ensure that priorities are being appropriately resourced. The Committee is challenging and probing in its approach to financial management (both revenue and capital) and tensions and financial pressures are considered. • PSNI budgets are being linked to policing priorities and mechanisms to ensure value for money. Arrangements are in place to develop 	<ul style="list-style-type: none"> a. VFM - Specifically in respect of the Board's function, there is no evidence of a progressive approach or evidence of a clear understanding or systematic focus on achieving value for money (VFM). In this regard, the Board has not developed to any notable degree in recent years and has not subjected its functions, staffing or operations to value for money reviews. There is no VFM ethos evident. b. The Policing Board has never in the past been subjected to an external VFM audit occasionally undertaken by the NIAO with Northern Ireland Departments, Executive Agencies and other public bodies. A key element of this type of review is to encourage audited bodies to improve their performance in achieving value for money and implement policy to identify good practice. In doing so suggestions are made to improve public services. The Board should consider such a VFM audit. c. EFFICIENCY - The Board should undertake systematic and more inclusive activity to review, identify and drive out efficiency savings within both its own functions and those of PSNI. This could build on recent efficiency scenario planning exercises conducted by the Board against the backdrop of expected financial reduction. This activity should include effective benchmarking and comparative analysis seeking to identify the best and most cost effective service delivery options. The Board should agree and pursue, for its own function, an efficiency target in line with the financial savings expected in forthcoming years. d. The Board should have more strategic oversight of its staffing and resourcing levels. In general, Members have

	<p>with the police service, a range of financial scenarios in light of the likelihood of financial constraints in forthcoming years. This will help identify areas of policing activity that can be re-prioritised or minimised in line with potential resource availability.</p> <ul style="list-style-type: none"> • In respect of the Board’s functions, the Senior Management Team receives and discusses a monthly management account update from its Finance Branch on expenditure. • There are individual examples of where improvement opportunities have been sought; the internal auditor has conducted a review of the effectiveness of the Human Rights and Professional Standards Committee. The process was however specifically commissioned by the chair of the Committee but does not represent a systematic corporate approach. • The Board has in previous years undertaken ‘Best Value’ reviews focused on a number of specific functional areas. These reviews were undertaken within a continuous improvement regime that was in place until 2008. The results were variable in terms of their impact on improvement. • The Board has in previous years been required to make efficiency savings within the remit of the Gershon efficiency programme. The Board has had success in making savings for example in respect of construction service contracts, general procurement, and in not filling staff posts. 	<p>little awareness of the activities of staff. Posts have been introduced in recent times without effective review or evaluation and more could be done to share and better utilise transferrable staff skills across directorates when required.</p> <ul style="list-style-type: none"> e. The Board has in place a medium term (5 year) lease on its premises. Accepting that this brings with it significant financial obligations, the Board should fundamentally review its expenditure and overheads with a critical, objective and VFM focus in order to identify where efficiencies can be made. f. CONTINUOUS IMPROVEMENT - There is no formal approach or focus on long term improvement or any formal continuous improvement strategy for Board business. There is no systematic or scheduled approach to review or evaluation of structure, staffing or the efforts of the wider Policing Board on its effectiveness of key functions. Currently reviews are initiated by individual committee chairs or directors with no corporate or consistent approach. g. USING COST INFORMATION - Although the consideration of expenditure and costs is part of the primary business of the Resources and Improvement Committee, there is conflicting evidence of cost information being used effectively across the wider operation of the Board. The Board should ensure that its approach to costs through member activity in all committees and partnerships is systematic and it has the ability to identify continuous improvement in respect of the ratio between costs and outputs over time. This should enhance understanding to more readily facilitate the shifting of resources from low risk/low priority to high
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	<p>Required savings are now built into the budget made available to Board. The approach adopted however, does not develop a culture of efficiency which should be the aim.</p> <ul style="list-style-type: none"> • There is evidence of the Board's efforts, working with the police service to re-align necessary resources to priority areas and bring efficiencies. Decisions made by the Board, indicate that the police service's use of resources reflects supply and demand profiles. An example is the focus placed on the sustainability and improvement of neighbourhood policing and investment made therein. Resources are being dedicated to historical enquiry team, the focus of resources to deal with the dissident terror threat and the drive to increase (by 600) the policing resource on front line policing as outlined in the Policing Plan 2010/13. • In all of these examples the Board takes a keen interest in operational viability and supply and demand profiles. Activity is being driven through effective programmes/projects and/or business cases that examine longer term solutions, supply and demand and performance improvement opportunities. • The Board has a key function that is in addition to functions undertaken by Police Authorities in England and Wales, which is to administer compensation claims made against the chief constable. It receives reports through the Resources and Improvement Committee which effectively monitors their progress to finalisation. 	<p>priority areas both within the Board and in PSNI. Currently, the shifting of resources from non-priority areas of the business to priority areas is not always explicit.</p> <ul style="list-style-type: none"> h. FINANCE TRAINING - Although basic training has been offered through CIPFA for members few have taken up the opportunity for training on financial management. This has left some members with a lack of understanding around costs and associated performance data. Where there is financial awareness this in most cases remains basic and variable dependent on members work experience and professional background. The culture needs to be more embedded with a better understanding of costs/performance. i. USING THE SA - The Policing Board should make more comprehensive use of PSNI's Strategic Assessment to inform decisions and priorities. Currently only limited use is made of this important document.
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		<ul style="list-style-type: none"> • Additionally, the Board administers a special scheme providing financial assistance for police officers who have had to move home because of intimidation. Formally approved delegated authority was given to the then Police Authority following agreement between the NIO and the HM Treasury. A procedure to pay allowances has been agreed between relevant parties and to date has operated effectively. • In 2008, the Board has received reports on the results of a CIPFA/IPF exercise to benchmark the cost of PSNI's Financial Services function. The exercise involved 33 police forces, which made up the benchmarking club. The overall conclusion was: <i>'despite having one of the largest forces and highest budgetary requirements, PSNI continues to deliver amongst the most cost effective and efficient financial services in the UK police. PSNI is consistently below average in the cost of all financial functions benchmarked in this exercise'</i>. 	
4.3	<p>The NIPB demonstrates that it ensures the police service's use of resources reflects supply and demand profiles;</p>	<ul style="list-style-type: none"> • The Board has driven improvement in operational policing performance for example around call handling and public confidence levels. Such decisions demonstrate its ability to balance service demand, available and projected resources, with public needs and expectations. • The Board has clear ambitions for PSNI's assets and demonstrates how it and the police service aim to meet strategic priorities and operational and service needs. Examples of this relate to 	<ul style="list-style-type: none"> a. ACTIVITY ANALYSIS - The Board could encourage better use of activity analysis/ information in operational decision making, integrating costing and performance information so that costs are better understood by members. This would ensure that challenge through scrutiny activity would be more effective and VFM better achieved. b. BENCHMARKING - Currently, there is little evidence of regular and systematic benchmarking. The Board could further encourage and drive benchmarking activity with the

	<p>recent discussions and debates on call management, the closure of police stations and the development of the new training facility for PSNI. The Board is central to decisions regarding collaborative venture to develop a new central training facility which has an anticipated completion date of mid 2013. The Policing Board being a member of a working group consisting of Fire and Rescue, prison service and the Board. The intended outcome will be a modern, income generating training college that promises to produce significant efficiency savings. It will provide a training capability and capacity that is commensurate with the projected training needs for a reduced PSNI establishment.</p> <ul style="list-style-type: none"> • The Board has in the past invested in and agreed the re-deployment of resources, in line with supply and demand to strengthen and tackle protective services and neighbourhood policing. There has been a clear focus and investment in line with demand in protecting vulnerable people demonstrating an understanding of vulnerable customer needs through the provision of a dedicated and professional service. The Board has worked with the police service to ensure that neighbourhood policing officers are placed for maximum productivity and according to policing need and public demand. • A procurement policy is in place for the acquisition of goods, services and works for the benefit of the Board and PSNI, the citizens and business community, and visitors to the police service area. It is a key strategic element of the 	<p>most similar force group (MSG), in respect of PSNI and with similar police authorities in respect of its own functions. A programme of benchmarking could be developed to assist the identification of improvement opportunities at a strategic and functional level and help identify where efficiency savings could be made.</p>
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		<p>Board's support service activity, and represents a significant proportion of the police service's overall non-pay related expenditure. All procurement activity is aimed to align with the Policing Plan.</p> <ol style="list-style-type: none"> a. The procurement policy facilitates openness and transparency through providing clear, accessible information for potential service providers and bidders. Reports on procurement are monitored through the Resources and Improvement Committee which examines procurement savings and achievements. b. A procurement policy is clearly published on the Board's web-site. 	
4.4	<p>The NIPB promotes and supports collaboration /joint working between police forces and other public service partners to improve efficiency, reduce costs, manage risk more effectively and deliver improvements in policing services.</p>	<ul style="list-style-type: none"> • The Board can demonstrate that it has the ability and commitment to look beyond its immediate police service area to deliver better policing services. Evidence of a wide and more holistic approach to policing and governance can be found in the international research to assess the effectiveness of the governance structure undertaken under the leadership of the previous chairman. Additionally, the Board are a key partner in organising and managing the international policing conference and has regular involvement with the Association of Police Authorities. • The Board is fully supportive of police service efforts to engage in and enhance collaboration across other UK police forces. Numerous 	<ol style="list-style-type: none"> a. COLLABORATION - The Board could develop a comprehensive strategy to promote joint collaborative working and where necessary develop good governance arrangements for collaborative activity. The Board should identify measures of success /performance indicators for collaboration efforts both in respect of its own collaboration and that undertaken by the police service. Currently the identification of specific benefits, efficiencies and performance is limited and are still being considered. b. The Board should also seek to undertake effective benefits realisation through meaningful evaluation, particularly on the investment made by the Board in collaboration with DPPs. c. The Board should continue to seek to identify opportunities

		examples of effective collaboration are available.	for collaboration with police services and police authorities and with other public service partners.
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Assessment Methodology

This independent assessment (gap analysis) of the Northern Ireland Policing Board was undertaken between June and early September 2010. The structure, staffing, procedures and policies were assessed using a bespoke version of the HMIC/ Audit Commission inspection framework and the grading criteria, introduced to inspect police authorities across England and Wales. The approach, timescale and reporting arrangements were agreed by the Board prior to commencing the assessment activity.

Focus has been placed on assessing the impact being made by the Policing Board specifically in respect of how it is;

- setting Strategic Direction and Priorities;
- scrutinising Performance Outcomes;
- achieving Results through Community Engagement and Partnership and
- ensuring VFM and Productivity.

The assessment commenced with a critical examination of the Policing Board's and PSNI's strategic documents and the content of the Board's web-site.

A number of the Board's committee meetings were observed. Numerous interviews were arranged and undertaken with Board members, directors and other support staff, and with executive and senior police officers. Importantly, a number of interviews were undertaken with key external partners, sponsors and linked organisations.

To broaden the scope of evidence, surveys were also sent to nominated organisations which currently have contact with the Board on a professional level.

All interviews were conducted using a structured format and responses directly noted at the time. This report has been compiled using the evidence obtained during the process from interviews, document research, observations and feedback from surveys.

Appendix 2

Good Practice Guide

Scores –

- 1, Performs Poorly,**
- 2, Performs Adequately,**
- 3, Performs Well,**
- 4, Performs Excellently.**

Framework	Identified Good Practice in Police Authorities	Evidence
Setting Strategic Direction and Priorities	Cheshire, Cleveland Surrey, Gwent, Lancashire, West Mercia.	Scored 3
Scrutinising Performance Outcomes	Surrey, Gwent, Lancashire, Cheshire, Met, Wiltshire, Hampshire.	Scored 3
Achieving Results through Community Engagement and Partnership	Lancashire (4) Cheshire, Cleveland, Merseyside, Surrey, Gwent.	Scored 3 (Lancs - scored 4)
Ensuring VFM and Productivity	Surrey, Gwent, Hertfordshire, West Mercia, Bedfordshire.	Scored 3