



POST IMPLEMENTATION REVIEW

## Northern Ireland Policing Board

PSNI - Non Implemented  
Recommendations  
(from 2007 to 2008)

Final Report - March 2008

ADVISORY





**Notice: About this report**

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<b>Glossary</b>	
<b>ACC</b>	Assistant Chief Constable
<b>ACPO</b>	Association of Chief Police Officers
<b>BPR</b>	Business Process Engineering
<b>BVR</b>	Best Value Review
<b>CCS</b>	Command and Control System
<b>CID</b>	Criminal Investigation Department
<b>CO</b>	Conditional Officer
<b>DCU</b>	District Command Unit
<b>DRD</b>	Department for Regional Development
<b>FPN</b>	Fixed Penalty Notice
<b>FPPC</b>	Fixed Penalty Processing Centre
<b>ICS</b>	Information Computer Systems
<b>IT</b>	Information Technology
<b>NI</b>	Northern Ireland
<b>NIM</b>	National Intelligence Model
<b>NIO</b>	Northern Ireland Office
<b>OHW</b>	Occupational Health and Welfare
<b>PIP</b>	Performance Improvement Plan
<b>PIR</b>	Post Implementation Review
<b>PSNI</b>	Police Service of Northern Ireland
<b>SEA</b>	Station Enquiry Assistants
<b>TED</b>	Training Education and Development
<b>TNA</b>	Training Needs Analysis
<b>TSG</b>	Technical Support Group

# 1 Executive Summary

## 1.1 Background and Introduction

In 2007 KPMG undertook a Post Implementation Review of six Best Value Review Topics. These were:

- Transport Services (2005/06)
- Occupational Health and Welfare (2005/06)
- Fixed Penalty Processing Centre (2005/06)
- Enquiry Offices (2005/06)
- Clearance Rates (2005/06)
- Application of the NIM (2005/06)

Progress on all of the recommendations contained within the six Best Value Reviews was examined. At the time of the completion of the original PIR's there were 58 recommendations for which the performance status was "not fully implemented". The purpose of this report is to revisit each of the remaining recommendations, and determine the progress now made.

The 58 recommendations identified are spread across all six of the PIR's. The following table details the number of recommendations for review within each of the six topics.

Post Implementation Review	No. of Recommendations Identified
Transport Services	8
Occupational Health and Welfare	15
Fixed Penalty Processing Centre	9
Enquiry Office	21
Clearance Rates	4
Application of the NIM	1

The recommendations review occurred concurrently with the PIR of Partnerships and Patrolling.

## 1.2 Review Methodology

### 1.2.1 Objectives

The objectives of this Post Implementation Review (PIR) are:

- To identify the main drivers for the initial Best Value Review
- To identify and interview the key stakeholders in the review in order to assess progress
- To identify any other pertinent information and documentation which would be useful for this review.

## 1.2.2 Approach

Through the use of the agreed Performance Improvement Plan from the Best Value Review, this PIR will:

- Review the subsequent progress to date against each recommendation by interviewing key stakeholders and owners of the recommendations and examining the evidence provided; and
- Measure the costs and benefits of the implementation where appropriate.

## 1.3 Progress on Recommendations

A total of 58 recommendations were carried forward from six Post Implementation Reviews which were carried out in 2007.

This Post Implementation Review was carried out between October 2007 and March 2008 and included interviews with key stakeholders and a review of various documents. As a result of this we concluded that; 20 (34%) of the recommendations were implemented, 5 (9%) were superseded by external circumstances i.e. change in legislation or in working practices and 33 (57%) were not fully implemented or insufficient evidence was received to confirm their implementation. Out of the 33 recommendations which remain not fully implemented, we noted that 24 recommendations have been progressed in part.

Report Title	Actual Recommendation	Implemented	Superseded	Not fully Implemented
Transport Services	5, 6, 24, 43, 44, 46, 48, 52	2	-	6
Occupational Health	2, 3, 5, 6, 7, 8, 16, 19, 24, 26, 30, 31, 46, 53, 54	10	-	5
Fixed Penalty	1, 2, 9, 15, 21, 24, 26, 28, 32	-	1	8
Enquiry Office	5, 6, 8, 10, 11, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 24, 25, 26, 27, 28, 30	5	3	13
Clearance Rates	16, 17, 20, 22	2	1	1
NIM Within Road	2	1	-	-
<b>Total</b>	<b>58</b>	<b>20(34%)</b>	<b>5(9%)</b>	<b>33(57%)</b>

## 1.4 Summary

### 1.4.1 Summary of benefits obtained

Through the actions which the PSNI has taken as a result of the implementation of the recommendations from the Performance Improvement Plan, benefits have been accrued. Specific examples of these benefits include:

#### *Transport Services*

- Since the decision to co-locate all Transport Services work from Lislea Drive to Seapark a staff review has been undertaken, as a result the need for ancillaries and supervisor grades has been reduced by 45%.

#### *Occupational Health and Welfare*

- A new management attendance policy has been developed and introduced, this provides line managers and other managers with appropriate and adequate guidance on developing and effective system to deal with staff absence

#### *Enquiry Offices*

- Disability awareness training has taken place for senior managers, personnel managers, and staff association representatives. As a result, this enables these members of staff to communicate with people with disabilities as well as use any relevant equipment which may be necessary.

#### *Clearance Rates*

- Work has been undertaken including the training of CID aides and training in DCU's for Crime Scene Investigators to improve the investigative experience of officers who are conducting initial investigations.

### 1.4.2 Cost of benefits obtained

The majority of the recommendations have been implemented by changing information provision and working methods, which have no cost implications. The evidence which we have gathered through the course of our review would suggest that this has been the case.

The implementation of the recommendations provided in the Best Value Review have produced a range of benefits in terms of the efficiency, economy, effectiveness and overall value for money provided by each of the services. While some of the recommendations have yet to be implemented, the impact of those which have been introduced is evident.

### 1.4.3 Impact of Non Implemented Recommendations

Of the 33 recommendations not implemented we have noted that whilst these have not all been fully implemented progress has taken place in respect of 24 of these recommendations.

With the current status of the recommendations the PSNI are not accruing all potential benefits which would have accrued had the recommendations been implemented. Also there may be an element of risk to the PSNI with some recommendations not being implemented. Some of the foregone benefits and potential risks as identified by KPMG are noted below:

#### *Transport Services*

- Work is ongoing on the development of a new computer system for pre-booking. Had this been implemented then the Transport Services would have seen process improvements around the scheduling and pre booking of vehicles for service. This could have freed up staff for other duties

#### *Fixed Penalty Processing Centre*

- It has been agreed to introduce civilian safety camera operators. However this has not yet taken place. As a result these duties are still being undertaken by Police Officers who are a more expensive resource.
- An update was sought for the communications strategy to provide guidance on a statement of equal access to information to everyone e.g. audio tape, large print and minority languages. This has not been progressed; as a result it may be the case that certain sections of the community do not feel that they are treated equally e.g. minority ethnic communities, visually impaired etc.

#### *Enquiry Offices*

- Work remains ongoing on the formation of a policy relating to Enquiry Offices. It is anticipated that this policy will provide information on areas such as minimum opening hours, management of service, corporate image within buildings etc. As this has not yet occurred, these benefits have not yet been accrued.

### 1.4.4 Overall Impact of Best Value Review

Overall as a result of the Best Value Review, there are a number of areas within which clear evidence of improvements and increased efficiencies can be seen across all areas under review.

From the information which we have obtained as a result of our review, it is clear that, where changes have occurred, these have been managed by the PSNI, and the benefits obtained have arisen as a direct result of the implementation of the recommendations of the Best Value Review.



## **1.5 Acknowledgement**

We would like to thank the staff of the Police Service of Northern Ireland for their assistance in undertaking this review.


## 2 Progress on Performance Improvement Plan

- Recommendation not fully implemented, to be carried forward
- Recommendation superseded by other events
- Recommendation implemented, evidence of improvement found

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
<b>Transport Services 2005/06</b>					
5	Transport Services	Mileage to be paid in cases where a low mileage car is not viable. The Business Manager to consider mileage costs, compare against the 'breakeven point' (10-12k miles) and to be responsible for managing and monitoring the process.	Accepted	<p>PSNI Officials have informed us that business managers are to be informed of low mileage vehicles in their DCU/Department. After consultation with the Commander/Department Head. A decision can be taken as to which vehicles can be released and mileage paid.</p> <p>Director of Finance &amp; Support Services (Mr David Best)</p>	●
6	Transport Services	Business Managers to supply Transport Services with private mileage figures per quarter for return to Regional ACCs/Heads of Department. (The review team recognise that this may require manual checking of claims and suggest that Finance Services identify an electronic method using current IT systems).	Accepted	<p>PSNI Officials have informed us this is done in part where exceptionally high private mileage is claimed by an officer, a case should be prepared and put to transport services for the supply of a fleet vehicle.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
24	Transport Services	Business Managers to review fuel usage for purchases from retail garages and ensure PSNI internal bulk sites are used when possible without having vehicles travel excessive miles to do so.	Accepted	During the review of General Orders, an instruction will be included that where bulk fuel is available it should be used in preference to purchasing fuel from a retail site, other than in exceptional circumstances.  ACC Urban Region (ACC McCausland)  ACC Rural Region (ACC Gillespie)	●
43	Transport Services	Stores Department to be informed when vehicle booked in for service. This will allow staff to have parts available, and if not readily available, to have them ordered and ready for the vehicle when it arrives.	Accepted	Transport services are conducting a BPR for a computer system that will pre-schedule automatically vehicles that are due service and pre book them with a date that is suitable for the operational unit.  Director of Finance & Support Services (Mr David Best)	●
44	Transport Services	Transport Services Staff and Business Managers to enforce the booking-in requirement as detailed in the process map at appendix B. Transport Services to have this included on the agenda for their meetings with Business Managers to discuss any problems with compliance.	Accepted	PSNI Officials have informed us that a computer report is now printed off which generates the vehicles which are ready for service. This is then followed up with the individual stations. Since the introduction of this system an 80% increase in the levels of pre booking has been recorded.  Director of Finance & Support Services (Mr David Best)	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
46	Transport Services	Transport Services to have the Fleet IT Support Unit (in partnership with ICS) to review the level of computer access balanced with the security of system required for Transport Services to organise pre-booking of vehicles.	Accepted	PSNI Officials have informed us that a business plan has been carried out, and that the formulation of a new computer system is ongoing.  Director of Finance & Support Services (Mr David Best)	●
48	Transport Services	If the decision is made to co-locate all Transport Services work from Lislea Drive to Seapark then this will require a review of the administration and technical staff required as part of the amalgamation process.	Accepted	PSNI Officials have informed us that the staff review has been done for supervisors and ancillaries. As a result, these grades are to be reduced by 45%.  Trade Union negotiation is currently ongoing in relation to redeployment.  A consultant is being brought in to carry out the review at management level.  Director of Finance & Support Services (Mr David Best)	●●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
52	Transport Services	General Order Part 1 11/03 (Driving Of Police Vehicles By Civilian Support Staff Attached To The PSNI) will need to be revised to ensure civilian Transport Co-ordinators are entitled to drive all police vehicles. In addition some Transport Co-ordinators may need to be retrained.	Accepted	<p>Driving cards (cards indicating the holder’s entitlement to drive various vehicles) are allocated to all staff that have received training and are deemed suitable. Transport Services have rewritten the general instruction for duties and this is currently being considered prior to the introduction of additional training.</p> <p>Director of Finance &amp; Support Services (Mr David Best)</p>	

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
<b>Occupational Health 2005/06</b>					
2	Occupational Health	Service level agreements should be introduced between OHW and DCUs/Headquarters Departments. These should be regularly monitored and reviewed to evaluate whether effective performance is being achieved.	Accepted	The service level agreements will be implemented between the OHW and DCUs/Headquarter departments as part of the Business plan for April 2008. They will be monitored and reviewed periodically to assess if effective performance has increased.  Director of Human Resources (Mr Joe Stewart)	●
3	Occupational Health	OHW should explore ways in which to improve co-ordination and linkages with other HR Department Branches, including Personnel Directorate, Health and Safety and TED.	Accepted	This was progressed by OHW. The formalised communication channels have yet to be set up.  Director of Human Resources (Mr Joe Stewart)	●
5	Occupational Health	The Managing Attendance Policy should be reviewed by Personnel Directorate on an ongoing basis to provide line management and Personnel Officers/Managers with the necessary guidance to maintain effective management of sickness absence.	Accepted	A new management attendance policy was developed and introduced in April 2007. This provides line managers and personnel officers/managers with appropriate and adequate guidance with the expectation of developing an effective management system to deal with absence.  Director of Human Resources (Mr Joe Stewart)	●●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
6	Occupational Health	The trigger of 28 calendar days for SAP referrals should be reviewed by OHW. Guidelines should also be issued on the most appropriate time to refer individuals to OHW given the nature of their illness or medical condition.	Accepted	A new management attendance policy was developed and introduced in April 2007. Guidelines are available and should be followed that will detail the most appropriate time when individuals should be referred to OHW.  Director of Human Resources (Mr Joe Stewart)	●●●
7	Occupational Health	The Occupational Health Nurses should educate line managers and Personnel Officers/Managers in how best to use the occupational health service in terms of how they should refer staff, what type of information is required at the time of referral and the service they can expect in return from OHW.	Accepted	A new management attendance policy was developed and introduced in April 2007. Managers and personnel officers/managers will receive training on how to effectively utilise the services available from the occupational health service. They will also gain an understanding of what information they need to supply to the occupational health service and the services they will receive in return.  Director of Human Resources (Mr Joe Stewart)	●●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
8	Occupational Health	The OHW should introduce a protocol of questions to ensure that line management are taking an active part in the absence management process and are providing the necessary information for the occupational health referral.	Accepted	This recommendation has been implemented and a new management attendance policy was introduced in April 2007. Line managers will now be active in the absence management process and are able to provide the correct and relative information to occupational health. New HR screens are to be developed for SAP with regards to questions, with SAP team outside OHW control.  Director of Human Resources (Mr Joe Stewart)	●●●
16	Occupational Health	OHW should conduct analysis to establish the profile of those not attending or cancelling appointments to determine the underlying causes and establish a strategy for managing this issue in partnership with DCUs/Departments.	Accepted	DNA cancellations will form part of the service level agreements with the districts which are to be implemented in April 2008.  Director of Human Resources (Mr Joe Stewart)	●
19	Occupational Health	OHW should establish a strategy and set targets for the immunisation of Police Officers and Support Staff in "high risk" groups. OHW should consider screening staff on recruitment and appointment to "at risk" posts.	Accepted	This recommendation is currently in place and OHW carry out regular health screening checks for the 'at risk' groups. To date screening has been completed for roads policing and TSG (500+ officers).  Director of Human Resources (Mr Joe Stewart)	●●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
24	Occupational Health	OHW should set targets for Audiometric Testing and formulate a strategy to identify and target Police Officers and Support Staff in "high risk" groups.	Accepted	<p>This recommendation is currently in place and OHW carry out regular health screening checks for the 'at risk' groups. To date screening has been completed for roads policing and TSG (500+ officers).</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●●
26	Occupational Health	The Chief Nursing Adviser should consider developing their clinical audit of procedures to ensure consistency and quality assurance in all aspects of their work.	Accepted	<p>The Head of OHW has informed us that this has not been discharged, it is planning to review the whole of OHW. The Head of OHW has said that it is important that each part of the Branch is dealing with issues consistently. Every member of staff needs to know their role.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
30	Occupational Health	All self referrals should be channeled via the on call Nurse. This will ensure that they are assessed by an Occupational Health Adviser to determine whether onward referral to the Employee Support Service is required and appropriate.	Accepted	This recommendation has been implemented through the new management attendance policy introduced in April 2007. All self referrals will now be assessed by an occupational health adviser. They will in turn assess whether onward referral to the employee support service is required and appropriate.  Director of Human Resources (Mr Joe Stewart)	●●●
31	Occupational Health	OHW should formulate and introduce specific criteria and conditions for the use of the self referral process.	Accepted	This recommendation has been implemented through the new management attendance policy introduced in April 2007. There will now be a process that will detail the criteria necessary for the use of the self referral process.  Director of Human Resources (Mr Joe Stewart)	●●●
46	Occupational Health	If in-service Medical and Physical Fitness Standards are introduced, resourcing levels in OHW will need to be reviewed in order to ensure that adequate resources are available.	Accepted	Police regulations need to be changed to accommodate this. A consultation paper ratified by CCF has been forwarded to all parties.  Director of Human Resources (Mr Joe Stewart)	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
53	Occupational Health	OHW should review the use of Sessional Psychiatrists to ensure there are clear protocols for referral, a clear understanding of their role, and a clear handover to OHW, when appropriate.	Accepted	PSNI Officials have informed us that this criteria is in place.  Director of Human Resources (Mr Joe Stewart)	●●●
54	Occupational Health	OHW should develop channels of communication and integration with DCUs, Headquarters Departments, the Personnel Directorate, the Health and Safety Unit and TED through regular meetings and group forums on health and safety related issues.	Accepted	PSNI Officials have informed us that OHW have been in regular contact with other branches and departments and have been carrying out Case Conferences.  Director of Human Resources (Mr Joe Stewart)	●●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
<b>Fixed Penalty 2005/06</b>					
1	Fixed Penalty	The requirement for every operational office to have access to a handheld computer which will issue FPN's (CO's), 55/8's, and capturing data for automatic transfer to the FPPC to be included as a user requirement on the ongoing Mobile Data Project.	Accepted	PSNI Officials have informed us that the scope of the Mobile Data Project has been revised under the proposed CSR07 settlement. ICS are currently awaiting confirmation of the availability of funding in order to implement Mobile Data. The PSNI have applied for funding through the NPIA National Mobile Data Programme.  ACC Operational Support (ACC Toner)	●
2	Fixed Penalty	If no FPN or CO available, Police to record the motorist's details as if they were recording details to proceed by way of report and summons, and the motorist is informed they will receive a conditional offer of fixed penalty by post. The detecting officer then completes a template on return to station and e-mails details to FPPC. On receipt, the FPPC staff then post out a conditional offer.	Accepted	This recommendation will not be implemented until legislation is amended to allow Conditional Offer Fixed Penalty Notices to be issued at the roadside. The NIO Criminal Law Branch has agreed to consult on this issue.  ACC Operational Support (ACC Toner)	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
9	Fixed Penalty	PSNI to seek a change in legislation to allow Conditional Offers to be handed to motorists instead of FPN's. The motorist's details are inputted into a handheld computer and a conditional offer of fixed penalty is printed. On return to station the handheld computer is "docked" and information is transferred to Central Ticket Office at Laganside and the FPPC. The motorist would then send their license and payment direct to Laganside. If no driving license or payment sent, then the court would proceed as current procedure for conditional offers and PSNI to complete prosecution file.	Accepted	<p>This recommendation will not be implemented until legislation is amended to allow Conditional Offer Fixed Penalty Notices to be issued at the roadside. The NIO Criminal Law Branch has agreed to consult on this issue.</p> <p>ACC Operational Support (ACC Toner)</p>	●
15	Fixed Penalty	On implementation of recommendations 1, 2 and 9 the departmental personnel officer to carry out a staff loading and grading exercise within the FPPC to establish any increase in the workload of the conditional offer section and any reduction in work in the Endorsable FPN Section.	Accepted	<p>This recommendation has not been implemented as it is dependant on the implementation of recommendations 1, 2 and 9. These have not been implemented as a change in legislation is required first.</p> <p>ACC Operational Support (ACC Toner)</p>	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
21	Fixed Penalty	On implementation of recommendation 20, suppress 3 AA posts in the FPPC.	Accepted	<p>This recommendation was subject to the implementation of Recommendation 20 which recommended that scanners be installed in all enquiry offices and that produced driving documents are scanned and emailed to the requesting officer. Recent IT advancements within PSNI have superseded this recommendation. The NICHE records management system has changed the way in which 55/8s and 55/9s are processed. Once NICHE is completely rolled out within PSNI, all of the 55/8 and 55/9 data will be inputted onto NICHE at station level and there will be an automated match by way of barcode. In regards to the suppression of 3 AA posts, again events have overtaken the initial recommendation. Since the BVR was published the Fixed Penalty Processing Centre have had 3 AA posts suppressed due to financial pressures on the organisation.</p> <p>ACC Operational Support (ACC Toner)</p>	●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
24	Fixed Penalty	Employ civilians to carry out the deployment of mobile safety cameras, and return police officers to other road safety duties.	Accepted	<p>The introduction of civilian safety camera operators has been approved by ACC Operational Support Department and the Safety Camera Scheme Project Board. Road Policing Development has prepared a draft job description and person specification for this job.</p> <p>ACC Operational Support (ACC Toner)</p>	●
26	Fixed Penalty	All videotapes to be sent to the FPPC by internal mail. No officers to view tapes prior to FPPC unless for operational reasons.	Accepted	<p>PSNI has identified products that would allow all mobile speed camera detections to be saved onto digital media, rather than video tapes. Technology also exists that would allow the FPPC to view and process these detections from Lisnasharragh. As such, PSNI is currently in discussions with the NI Safety Camera Scheme as to the funding of this equipment and technology.</p> <p>ACC Operational Support (ACC Toner)</p>	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
28	Fixed Penalty	A combined NIP and CO to be drafted and approved by the legal adviser, then used during a feasibility trial. To be posted in a conventional envelope.	Accepted	<p>PSNI Officials have informed us that they have been unable to make progress on this matter despite several meetings with the NI Court Service. On the 6 December 2007 the FPPC Office Manager raised the subject again with the Fixed Penalty Office Manager. Concerns were expressed that the Fixed Penalty Office Laganside Court do <b>NOT</b> have the resources to deal with the additional work that would arise as a result of a combined NIP/CO.</p> <p>ACC Operational Support (ACC Toner)</p>	●
32	Fixed Penalty	PSNI to update the communications strategy to provide guidance on what correspondence should contain the following: "As the Police Service of Northern Ireland is committed to providing equal access to information for everyone, Information will be made available, on request, in accessible formats, such as audio tape, large print, and in minority ethnic languages (for those not fluent in English)".	Accepted	<p>PSNI Officials have informed us that this has not yet been progressed.</p> <p>Director of Media &amp; PR (Ms Liz Young)</p>	●
<b>Enquiry Office 2005/06</b>					

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
5	Enquiry Office	Disability awareness training should be reviewed and provided to all staff, with a priority to those working in Enquiry Offices. Such training should incorporate the relevant equipment that may be used in communicating with people with disabilities and should be more comprehensive and structured than provided at the present time. Premises Officers and representatives from Health and Safety Committees should also receive training relevant to their roles in understanding the implications of disabilities on staff and local guidance for staff.	Accepted	PSNI Officials have informed us that Disability Awareness training has taken place for senior managers, personnel managers, and staff association representatives. The training which has taken place is carried out through an online training module. Currently, investigation is being carried out on the capability of the IT system to see if this training can be made available to all staff through the use of the common terminal system, and to see if PSNI can monitor and track each individual's completion through the package.  Director of Human Resources (Mr Joe Stewart)	●●●
6	Enquiry Office	Research should be undertaken into the impact of dyslexia upon police procedures at the time of arrest, interviewing and recording of statements to ensure that people with dyslexia are not disadvantaged as a result of such procedures.	Accepted	Operational policy development unit are currently scoping out the extent of the work required to take forward this recommendation and will make a business case to ACC Ops support for the resources necessary to carry out this work.  ACC Operational Support (ACC Toner)	●
8	Enquiry Office	Incorporate as part of the Call Handling Policy that members of the public contacting police, requiring subsequent attendance, should be asked whether they have any disabilities or any special requirements that may impact upon service delivery.	Accepted	The requirement for customer relations capability has been captured in Project Unity's requirements for the planned, centralised, strategic solution for call management.  ACC Operational Support (ACC Toner)	●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
10	Enquiry Office	Where appropriate, DCU Commanders should erect signs to police stations.	Accepted	<p>Rural – Signs in some areas have been prepared waiting to be erected. In other areas work is ongoing with DRD.</p> <p>Urban – This has been completed as required – Larne awaiting DRD action re erection of signs.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●●●
11	Enquiry Office	Where appropriate, signs should be erected advising visitors to PSNI establishments that access, equipment and car parking facilities for disabled are available.	Accepted	<p>PSNI Officials have informed us that this is still in progress.</p> <p>Director of Finance &amp; Support Services (Mr David Best)</p>	●
13	Enquiry Office	Policy should be reviewed and developed for custody staff in determining the needs of detained persons who are disabled. This should include guidance as to action taking account of possible repercussions of an individual's disability and needs, pertaining to that condition.	Accepted	<p>A draft Custody Policy is currently being prepared by Operational Policy Development Unit. In line with the ACPO Safer Detention and Handling of Detained Persons in Custody Manual the draft policy will take account of this recommendation in respect of buildings and compliance with Disability Discrimination Act this recommendation had been passed to the PSNI Estate Services Business Unit.</p> <p>ACC Operational Support (ACC Toner)</p>	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
14	Enquiry Office	Every custody suite and interview room should have access to equipment that is readily available in Enquiry Offices, for example portable hearing loop system, British Sign Language (BSL) charts. A notice indicating that such equipment is available for use should be displayed in a prominent position. Training in the use of such equipment is therefore necessary.	Accepted	<p>PSNI Estate Services Business Unit provide the fixed wiring to support portable hearing loop systems in custody facilities. It is a matter for the DCU Commander to order the item through Supplies Branch. This matter is currently under consideration by Operational Support Department Custody Working Group.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●
15	Enquiry Office	The existing Call Management Project should incorporate the demand management element and should examine all aspects of service delivery and channels of customer contact.	Accepted	<p>The requirement for customer relations capability has been captured in Projects Unity's requirements for the planned, centralised, strategic solution for call management.</p> <p>ACC Operational Support (ACC Toner)</p>	●●
16	Enquiry Office	Local research and consultation through DPPs should be undertaken in the area of service delivery demands in order to inform DCU Commanders regarding the opening hours of Enquiry Offices at out-stations and appropriate levels of personnel in both outstations and DCU HQ to ensure that service delivery is appropriate to the demand.	Accepted	<p>PSNI Officials have informed us that this has been implemented through local consultation on opening hours, and there are also continual monthly meetings to monitor this.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
17	Enquiry Office	Attempts should be made to evaluate the services provided at Enquiry Offices as a means of determining whether other avenues of service provision should be examined.	Accepted	PSNI Officials have informed us that this has been superseded through the developments with Policing in the Community.  ACC Operational Support (ACC Toner)	●●
18	Enquiry Office	The PSNI devise a policy relating to Enquiry Offices, based on best practice within other police services to include such areas as minimum opening hours; management of services; corporate image within buildings; front counter staff and out of hours services. The content and presentation of Enquiry Offices should be standardised, with police literature available in alternative formats (whether catering for people with disabilities or alternative languages appropriate to the local minority populations). Other useful information such as maps and local agency numbers, etc should also be displayed.	Accepted	PSNI Officials have informed us that work on this recommendation remains ongoing.  ACC Operational Support (ACC Toner)	●
19	Enquiry Office	Further research should be undertaken in the area of formalised joint service provision with other agencies in a corporate capacity. In the interim, in light of the success with Fife Constabulary, it is suggested that the partnership should be researched with various independently owned Post Offices as a means of developing a province-wide service.	Accepted	PSNI Officials have informed us that work on this area remains ongoing. The Police in the Community teams are looking at risk assessments for this.  ACC Operational Support (ACC Toner)	●

Please see note on inside cover page with reference to circulation of this report.

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
20	Enquiry Office	Public satisfaction with Enquiry Offices should be measured as a means of obtaining feedback on both service provision and facilities provided therein. This in turn should be fed back to personnel deployed in Enquiry Offices as a means of development and recognition where appropriate.	Accepted	PSNI Officials have informed us that this will be included within the Quality of Service Commitment Project currently under way. This is set for completion in Mid 2009.  ACC Operational Support (ACC Toner)	●
21	Enquiry Office	Opening hours for Enquiry Offices should be clearly advertised, both at the station itself and through other media. Consideration should be given by Media and PR Branch to identify ways to provide better access to information about the location of police stations and opening hours.	Accepted	PSNI Officials have informed us that this recommendation has not been implemented.  Director of Media & PR (Ms Liz Young)	●
23	Enquiry Office	There should be communication to inform the public of the role played by SEAs within the organisation, explaining the rationale behind their employment and reassurance of their competence to deal with matters, particularly in light of the impending appointment of personnel enabling complete civilianisation within the Enquiry Office.	Accepted	PSNI Officials have informed us that this recommendation has not been implemented  Director of Media & PR (Ms Liz Young)	●
24	Enquiry Office	Notices should be displayed in public waiting areas highlighting the fact that whilst an SEA is not a police officer, s/he is able to deal with their query. The notice should also indicate that there might be a delay in dealing with their enquiries at busy times.	Accepted	Rural – Ongoing. Urban – This has been completed in those DCU's where SEA's are employed.  ACC Urban Region (ACC McCausland)  ACC Rural Region (ACC Gillespie)	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
25	Enquiry Office	There is a need to ensure that personnel employed to facilitate complete civilianisation within Enquiry Offices should receive appropriate training, development, supervisory support and guidance to ensure they are fully equipped to provide a professional standard of service.	Accepted	PSNI Officials have informed us that a new course was written following TNA and delivered.  Director of Human Resources (Mr Joe Stewart)	●●●
26	Enquiry Office	It is necessary to review the role and job description prior to the next recruitment of SEAs.	Accepted	PSNI Officials have informed us that all roles which are subject to re-advertisement are routinely reviewed prior to publication.  Director of Human Resources (Mr Joe Stewart)	●●●
27	Enquiry Office	It is recommended that external and internally appointed SEAs are appointed on comparable terms and that discrepancies between current staff are rectified as soon as possible.	Accepted	PSNI Officials have informed us that it is recognised that the discrepancies that exist in agreed terms between externally and internally appointed staff need to be addressed.  These issues will be addressed through reward and recognition.  Director of Human Resources (Mr Joe Stewart)	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
28	Enquiry Office	It is recommended that SEAs replace other colleagues in their absence. Therefore, the practice of replacing SEAs with police officers should stop.	Accepted	<p>PSNI Officials informed us that the full complement of SEAs has not been recruited as yet and consequently the practice of replacing absent SEAs with their colleagues has not been put into effect. This is due to considerable difficulties which have arisen around the resourcing of both internal selection and external recruitment.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●
30	Enquiry Office	Review the career development strategy within the PSNI so that those SEAs have a clear plan as to where and in what capacity they can apply for promotion.	Accepted	<p>PSNI Officials have informed us that progress is dependent on the NIO agreeing to, and setting the arrangement to achieve changes to the terms and conditions. This is currently under discussion and decisions on the way forward are awaited. The general approach to Career Development is being prepared under the auspices of Links project.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
<b>Clearance Rates 2005/06</b>					
16	Clearance Rates	To improve clearance rates DCU Commanders should consider using officers on recuperative duties to review uncleared crimes.	Accepted	Rural – Consideration given by DCU Commanders.  Urban – this has been completed. Several DCU’s have also set up short term teams using recuperating officers to review outstanding DNA and fingerprint hits.  ACC Urban Region (ACC McCausland)  ACC Rural Region (ACC Gillespie)	●
17	Clearance Rates	To improve the investigative experience of officers conducting initial investigations, DCU Commanders should: <ul style="list-style-type: none"> <li>• Arrange for CID aides to complete training as soon as possible after appointment</li> <li>• Where possible second uniform officers into CID early in their service,</li> <li>• Arrange training for officers in the DCU by Crime Scene Investigators (CSIs)</li> </ul>	Accepted	Rural – Completed when possible, Urban – This has been completed as applicable in DCU’s.  ACC Urban Region (ACC McCausland)  ACC Rural Region (ACC Gillespie)	●●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
20	Clearance Rates	To optimize initial investigation and follow-up DCU Commanders should consider using community officers to attend, investigate and make follow up enquiries to incidents.	Accepted	<p>Rural – Protocols in place for community officers to carry out follow up enquiries and give crime prevention advice.</p> <p>Urban – This has been completed as part of the policy introduced re DCU call management systems.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●●●
22	Clearance Rates	To improve performance measurement for use of intelligence, Regional ACCs to consult with DCU Commanders and agree performance targets measuring outcomes for use of intelligence e.g. planned operations carried out, arrests made, crimes cleared, property and drugs recovered, etc.	Accepted	<p>Rural – Completed. DCU Commander Accountability Forum meetings to commence. Urban – A review of the use of S78 review process conducted by ACC Urban. DCU's are asked to report on the number of RIPA applications made and the number of proactive operations carried out in respect of target crime areas.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●●

Recommendation Number	Report	Recommendation Description	Management Response	Progress Evidence	Performance Status
2	Application of the NIM	Head of Central Statistics Unit to re-examine the timeliness of Saturn information in light of recommendation 1.	Accepted	<p>PSNI Officials have informed us that the timeliness of the information flow is not as a result of the Saturn system, rather it is due to the lack of timely provision of information to the Central Statistics Unit (CSU) by officers. CSU have raised the issue at the monthly Chief Constable Forum, but have stated that as of yet they have seen little improvement. As a result, there is an approximate time lag of one month on the statistics which are available.</p> <p>ACC Operational Support (ACC Toner)</p>	●●●

- Recommendation not fully implemented, to be carried forward
- Recommendation superseded by other events
- Recommendation implemented, evidence of improvement found

## 3 Summary

### 3.1 Summary of benefits obtained

Through the actions which the PSNI has taken as a result of the implementation of the recommendations from the Performance Improvement Plan, benefits have been accrued. Specific examples of these benefits include:

#### *Transport Services*

- Since the decision to co-locate all Transport Services work from Lislea Drive to Seapark a staff review has been undertaken, as a result the need for ancillaries and supervisor grades has been reduced by 45%.

#### *Occupational Health and Welfare*

- A new management attendance policy has been developed and introduced, this provides line managers and other managers with appropriate and adequate guidance on developing an effective system to deal with staff absence
- Regular health screening checks are carried out on the “at risk” groups. This has seen over 500 officers screened across road policing and TSG.

#### *Enquiry Offices*

- Disability awareness training has taken place for senior managers, personnel managers, and staff association representatives. As a result, this enables these members of staff to communicate with people with disabilities as well as use any relevant equipment which may be necessary.
- Signage for police stations has been implemented where appropriate.

#### *Clearance Rates*

- Work has been undertaken including the training of CID aides and training in DCU’s for Crime Scene Investigators to improve the investigative experience of officers who are conducting initial investigations.
- Protocols are in place for the DCU community officers to attend, investigate and follow up enquiries to incidents.

## 3.2 Cost of benefits obtained

The majority of the recommendations have been implemented by changing information provision and working methods, which have no cost implications. The evidence which we have gathered through the course of our review would suggest that this has been the case.

The implementation of the recommendations provided in the Best Value Review have produced a range of benefits in terms of the efficiency, economy, effectiveness and overall value for money provided by each of the services. While some of the recommendations have yet to be implemented, the impact of those which have been introduced is evident.

## 3.3 Impact of Non Implemented Recommendations

Of the 33 recommendations not implemented we have noted that whilst these have not all been fully implemented progress has taken place in respect of 24 of these recommendations.

With the current status of the recommendations the PSNI are not accruing all potential benefits which would have accrued had the recommendations been implemented. Also there may be an element of risk to the PSNI with some recommendations not being implemented. Some of the foregone benefits and potential risks as identified by KPMG are noted below:

### *Transport Services*

- Work is ongoing on the development of a new computer system for prebooking. Had this been implemented the Transport Services would have seen process improvements around the scheduling and pre booking of vehicles for service. This could have freed up staff for other duties

### *Occupational Health and Welfare*

- It was recommended that SLA's be introduced between OHW and DCU/Headquarter Departments. This has not been done as of yet, and as such the measurement of performance against the SLA's has not occurred.

### *Fixed Penalty Processing Centre*

- It was recommended that all operational offices should have access to a handheld computer to issue Fixed Penalty Notices and for capturing data. Funding has been applied for in respect of this. This has meant that benefits such as reducing time spent on paperwork and freeing up officers for other duties have not occurred.
- It has been agreed to introduce civilian safety camera operators. However this has not yet taken place. As a result these duties are still being undertaken by Police Officers who are a more expensive resource.

- An update was sought for the communications strategy to provide guidance on a statement of equal access to information to everyone e.g. audio tape, large print and minority languages. This has not been progressed; as a result it may be the case that certain sections of the community do not feel that they are treated equally e.g. minority ethnic communities, visually impaired etc.

#### *Enquiry Offices*

- Work remains ongoing on the formation of a policy relating to Enquiry Offices. It is anticipated that this policy will provide information on areas such as minimum opening hours, management of service, corporate image within buildings etc. As this has not yet occurred, these benefits have not yet been accrued.
- It was recommended that the opening hours of Enquiry Offices be clearly advertised both at the station and in the media. This has not been implemented. As a result there may be the risk that some sections of the community do not know when the Enquiry Office service is available.
- Enquiry Offices have been unable to place the full complement of SEA's in post. As a result of this, PSNI officers are undertaking some duties which would be carried out by SEAs. This is not cost effective.

#### *Clearance Rates*

Work has been ongoing in relation to using officers on recuperative duties, when implemented throughout, this will release officers to carry out other duties.

### **3.4 Overall Impact of Best Value Review**

Overall as a result of the Best Value Review, there are a number of areas within which clear evidence of improvements and increased efficiencies can be seen across all areas under review.

From the information which we have obtained as a result of our review, it is clear that, where changes have occurred, these have been managed by the PSNI, and the benefits obtained have arisen as a direct result of the implementation of the recommendations of the Best Value Review.