

BUSINESS PLAN

2019-2020

PERFORMANCE
REPORT

Business Performance Report

Corporate Plan 2017-2020

The Board developed a three year Corporate Plan in 2017 which was supported in each of those three years by a one year Business Plan. It identified three Outcomes and eight indicators against which performance was measured:

Outcomes

- We have an effective, efficient and continually improving police service and PCSPs.
- We have trust and confidence in policing.
- We have a safe community, where we respect the law and each other.

Indicators

- An implemented effective performance measurement and accountability framework for the PSNI; the Policing Board and PCSPs.
- Effective and efficient management of the financial, human and physical resources of the PSNI and the Board.
- Modernisation and improvement of the PSNI and Policing Board to address changes in community needs; statutory requirements and developments in policing.
- Improve public awareness and participation in policing issues and increase accountability to the public.
- Increase public confidence in the police by understanding and responding to the interests of the community, including those under-represented in the PSNI and areas where confidence is lower.
- Promote equality, diversity and good relations practices within the Board and with those with whom we work.
- Support the PSNI and PCSPs in collaborative delivery against the Strategic Outcomes for Policing and the Policing Plan.
- Contribute to the Northern Ireland Executive's Action Plan in tackling paramilitary activity, criminality and organised crime.

NIPB Business Plan 2019-20 – Performance Overview

The Board’s Business Plan 2019-20 had forty seven (47) Measures, structured around the three Outcomes as contained within the Corporate Plan 2017-2020. An assessment of performance for the period 1 April 2019 to 31 March 2020 shows that of the forty seven (47) Measures, thirty five (35) have been achieved, nine (9) have been partially achieved and the remaining three (3) have not been achieved.

NIPB Business Plan 2019-20 – Performance Analysis

This section provides an evaluation of the forty seven Measures that were set to deliver Year 3 of the Board’s Corporate Plan 2017-2020. The table below outlines a high level overview of performance against the Business Plan 2019-20 Measures together with a summary of the achievement of Measures during 2018-19 and 2017-18.

During the current year, 74% of the Measures were fully achieved, 19% were partially achieved and 6% of Measures were not achieved. Achievement of the Measures compares favourably with previous years when 64% of Measures were fully achieved in 2018-19 and 65% were fully achieved in 2017-18 however the Board was not constituted between February 2017 and November 2018 which impacted the achievement of a number of Measures during this period.

Outcomes	Measures	Fully Achieved	Partially Achieved	Not Achieved
We have an effective, efficient and continually improving police services and PCSPs	29	21	5	3
We have trust and confidence in policing	13	9	4	0
We have a safe community, where we respect the law and each other	5	5	0	0
2019-20 Total	47	36	8	3
2018-19 Total	53	34	12	7
2017-18 Total	45	29	5	11

The Business Plan and details of progress made against the 47 measures is detailed below.

Outcome 1: We have an effective, efficient and continually improving police service, Policing Board and PCSPs.

Indicator 1.1: An implemented effective performance measurement and accountability framework for the PSNI; the Policing Board and PCSPs.	
Measures 2019-20	Status
1.1.1 To publish the 2020-21 Policing Plan and continuous improvement arrangement by 31 March 2020.	Achieved: Northern Ireland Policing Plan 2020-2025 and Annual Performance Plan 2020-21 was published on 31 March 2020.
1.1.2 To monitor PSNI performance against the measures and continuous improvement arrangements in the Policing Plan and publish an assessment of that performance by 30 June 2019.	Achieved: An assessment of PSNI performance against the Policing Plan and continuous improvement arrangements was included in the Board's 2018-19 Annual Report and Accounts published on 30 June 2019.
1.1.3 To publish a report on the Board's assessment of PSNI compliance with the Human Rights Act 1998 by 30 June 2019.	Partially achieved: The Human Rights Annual Report 2016-17 and the Human Rights Assurance reports 2018-19 were considered at the Performance Committee on 12 September 2019 and approved for publication by the Board on 2 October 2019.
1.1.4 Chief Constable's objectives for 2019-20 agreed and progress monitored at 6 and 12 months.	Achieved: Chief Constable's objectives were agreed at the Board Meeting on 5 June 2019. The Chair undertook ongoing monitoring of the Chief Constable's performance in monthly one-to-one meetings.
1.1.5 To publish the 2020-21 Business Plan by 31 March 2020.	Achieved: The Business Plan was approved by the Minister of Justice and published on the Board's website in March 2020.
1.1.6. To publish an annual assessment against Corporate Plan performance in the NIPB Annual Report.	Achieved: The annual assessment was published in the NIPB Annual Report within the legislative timeframe.
1.1.7. To report to the Board and Joint Committee on PCSP performance and effectiveness for 2018-19 by 30 November 2019.	Partially achieved: The final report was presented to the Partnership Committee in March 2020.

Indicator 1.1: An implemented effective performance measurement and accountability framework for the PSNI; the Policing Board and PCSPs.	
Measures 2019-20	Status
1.1.8. To report on NCA activity in Northern Ireland and report to Performance Committee on a six monthly basis.	Achieved: The Performance Committee considered the six monthly NCA reports at its meetings on 10 October 2019 and 12 March 2020.

Indicator 1.2: Effective and efficient management of the financial, human and physical resources of the PSNI and the Board.	
Measure for 2019-20	Status
1.2.1 To ensure Board approval annually of the NIPB budget for the new financial year.	Partially achieved: The NIPB budget allocation for 2020-21 was not received until 2 April 2020. It was subsequently approved by the Resources Committee in May 2020 and Board in June 2020.
1.2.2 To ensure Board approval annually of the PSNI budget for the new financial year.	Partially achieved: The PSNI budget allocation for 2020-21 was not received until 2 April 2020. It was subsequently approved by the Resources Committee in June 2020 and is recommended to the Board for approval in July 2020.
1.2.3 To monitor NIPB funding and expenditure for 2019-20 on a monthly basis.	Achieved: NIPB Management Accounts were considered at all scheduled Resources Committee meetings in 2019-20.
1.2.4 To monitor PSNI funding and expenditure for 2019-20 on a monthly basis.	Achieved: PSNI Management Accounts were considered at all scheduled Resources Committee meetings in 2019-20.
1.2.5 To lay the Board's Annual Report and Accounts before the NI Assembly in line with statutory requirements.	Achieved: Board considered and approved Annual Report and Financial Statements on 26 June 2019 and laid before the NI Assembly on 5 July 2019.
1.2.6 To review and implement further actions arising from Investors in People (IIP) re-accreditation report by 31 March 2020.	Measure not achieved The IIP accreditation has not taken place and is now scheduled to take place in the next financial year.

Indicator 1.2: Effective and efficient management of the financial, human and physical resources of the PSNI and the Board.	
Measure for 2019-20	Status
1.2.7 To implement the Health and Wellbeing Action Plan and maintain staff absenteeism levels in NIPB at no more than 8 days per employee by 31 March 2020.	Partially achieved: The Health and Wellbeing Action Plan has been implemented and the number of working days lost per employee due to sickness was 11.83 up to 28 February 2020. The figures for March 2020 are not available due to the COVID-19 pandemic.
1.2.8 To assess levels of staff satisfaction within NIPB by 31 March 2020.	Achieved: The staff survey took place in December 2019. The report was received in January 2020 and it was disseminated to staff in February 2020 with staff inputting to a new continuous improvement plan to address the issues arising.
1.2.9 To agree and implement the Internal Audit Annual Work Plan by 31 March 2020.	Not Achieved: Due to the Covid 19 situation the internal audit strategy was not agreed by Audit and Risk Assurance Committee within the agreed timeframe.
1.2.10 To appoint an Internal Audit provider by 30 June 2019 and agree a 3 Year Audit Strategy by 31 October 2019.	Achieved: Department for Communities (DfC) internal audit team appointed as Board's internal auditor from 1 July 2019. Board approved 3-year audit strategy at Board meeting in October 2019.
1.2.11 To appoint a new Chief Constable by 30 June 2019.	Achieved: New Chief Constable appointed on 24 May 2019 and took up post on 1 July 2019.
1.2.12 To make timely appointments based on merit for PSNI officers and staff within the Board's appointment remit within timescales agreed by the Board.	Achieved: The PSNI Chief Constable and Deputy Chief Constable were appointed by the Board within the agreed timescales.
1.2.13 To progress Police Appeals Tribunals (PATs) in line with legislative timeframes.	Achieved: Two PAT cases were concluded during the final quarter, in February and March 2020 respectively.

Indicator 1.2: Effective and efficient management of the financial, human and physical resources of the PSNI and the Board.	
Measure for 2019-20	Status
1.2.14 To progress the Injury on Duty (IOD) and Ill Health Retirement (IHR) Award schemes in line with legislative requirements, and report on caseload metrics and spend on a quarterly basis.	Achieved: A total of 385 IOD and IHR cases were progressed between 1 April 2019 and 29 February 2020. Cases for the final month of the financial year were postponed due to Covid-19. These processes were undertaken in light of the legislative requirements and timeframes and caseload metrics were reported to the Board on a half yearly basis.

Indicator 1.3: Modernisation and improvement of the PSNI and Policing Board to address changes in community needs; statutory requirements and developments in policing.	
Measure for 2019-20	Status
1.3.1 To monitor PSNI's progress on the implementation of recommendations from police oversight bodies.	Achieved: Where inspection reports relate to the Northern Ireland Policing Plan 2019-20 (e.g. sexual offences, domestic violence) the relevant information has been included in Board Committee Papers and programmes of work.
1.3.2 To approve and publish the NIPB Continuous Improvement (CI) Project for 2020-21 by 31 March 2020.	Achieved: The CI project for 2020-21 has been approved and published on the Board's website.
1.3.3 To monitor the NIPB Continuous Improvement Project for 2019-20 by 31 March 2020.	Achieved: The Board's CI action Plan has continued to be monitored. Any aspect of the plan which was not completed will be rolled over into the new CI Action Plan currently being developed.
1.3.4 To work towards implementing the recommendations from the 2018 NIAO report on Continuous Improvement arrangements in policing.	Achieved: The recommendations in the 2018 report have been considered and implemented within the development of the Northern Ireland Policing Plan 2020-25 and Annual Performance Plan 2020-21.
1.3.5 To undertake at least one research project by 31 March 2020.	Measure not achieved: Due to the development of the Policing Plan further research was put on hold this year. Required research to be considered for 2020-21 as part of the work of Committees.

Indicator 1.3: Modernisation and improvement of the PSNI and Policing Board to address changes in community needs; statutory requirements and developments in policing.	
Measure for 2019-20	Status
1.3.6 To carry out a review of Board effectiveness by 31 October 2019.	Achieved: Final report was submitted and presented to the Board in 31 October 2019.
1.3.7 To monitor ongoing compliance with the General Data Protection Regulation (GDPR) and DPA 2018 and report quarterly to the Audit and Risk Assurance Committee.	Achieved: Monthly updates provided to the Board through the Chief Executive's Report and to the Audit and Risk Assurance Committee when required. Annual Report includes assessment of GDPR compliance issues.

Outcome 2: We have trust and confidence in policing.

Indicator 2.1: Improve public awareness and participation in policing issues and increase accountability to the public	
Measure for 2019-20	Status
2.1.1 To develop a programme of work to raise public awareness and satisfaction of NIPB by 31 March 2020.	Achieved: A wide range of engagement and communications activity has been undertaken to highlight the Board's role and work. This included a range of engagement meetings, attendance at outreach events and speaking opportunities.
2.1.2 To increase the number of people accessing the NIPB online channels by 31 March 2020.	Achieved: At the 31 March 2020 the number of people who had accessed the Board's online channels increased on the previous year. The results included: Twitter followers: increased from 5787 to 7120 Facebook likes: increased from 1177 to 1517 Website views: increased from 163,884 to 178,980 YouTube views: increased from 4,000 to 7216
2.1.3 Develop and publish an Engagement Strategy for the Board by December 2019.	Partially achieved: A draft Engagement Strategy was discussed at Partnership Committee meeting in November 2019. The finalising and publishing has been placed on hold until the development of the new Corporate Plan and new Policing Plan has been completed and published.
2.1.4 Work in partnership with the PSNI to implement the findings of the Local Policing Consultation.	Achieved: Independent Analysis and Geographical Reports produced. An Action Plan, jointly developed by the PSNI and Partnership Committee has been approved. A launch of all consultation documents took place on 5 November 2019. Implementation of the Action Plan has commenced. Partnership Committee reviewed three months progress in February 2020.

Indicator 2.1: Improve public awareness and participation in policing issues and increase accountability to the public	
Measure for 2019-20	Status
2.1.5 Deliver the Independent Custody Visiting Scheme and report to the Independent Custody Visiting Association and the National Preventative Mechanism as required.	Achieved: ICV Scheme running successfully with visits in line with guidelines, training/ recognition events delivered. Annual Volunteer Conference held in December 2019. National Preventative Mechanism (NPM) meeting hosted by the Board in March 2020.
2.1.6 To hold 8 Board meetings in public during 2019-20.	Achieved: The Board held eight public meetings.
2.1.7 Recruit new Independent Custody Visitors and Independent Community Observers by March 2020.	Partially achieved: ICV recruitment process partially completed. 14 new ICVs appointed and due to be inducted in March but postponed due to Covid-19. ICO recruitment campaign postponed due to Covid-19.

Indicator 2.2: Increase public confidence in the police by understanding and responding to the interests of the community, including those under-represented in the PSNI and areas where confidence is lower.	
Measure for 2019-20	Progress / Evidence
2.2.1 Implement the Professional Standards Monitoring Framework and report to Performance Committee by 31 March 2020.	Achieved: Performance Committee received two briefings on Professional Standards Monitoring during 2019-20 using the existing monitoring framework. A revised framework will be considered by the committee during 2020-21.
2.2.2 To revise and publish the Code of Ethics by December 2019.	Partially achieved: Board officials have had a number of meetings with PSNI. The Performance Committee agreed to review the Code of Ethics at their meeting on 12 December. A revised Code of Ethics was considered at their meeting on 13 February 2020. There was considerable delay with PSNI not in a position to provide a draft Code of Ethics within the agreed timeframe. A draft has now been received and the Board's Human Rights Advisor and officials are having ongoing meetings with PSNI.

Indicator 2.2: Increase public confidence in the police by understanding and responding to the interests of the community, including those under-represented in the PSNI and areas where confidence is lower.

Measure for 2019-20	Progress / Evidence
2.2.3 Deliver the Independent Community Observer (ICO) Scheme to provide an independent oversight of the PSNI's recruitment campaign(s).	Achieved: ICOs attended the Annual Volunteer Conference in December 2019 with the theme of Volunteering in Policing to progress the actions from the Local Policing Review Action Plan. PSNI Recruitment Campaign to go live in February 2020 with Assessment Centres scheduled for 22 April 2020. These were postponed due to Co-vid. Information event held for ICOs in February 2020. A review of the Handbook currently being undertaken.
2.2.4 To monitor recruitment patterns and representativeness of the PSNI workforce on a six monthly basis.	Achieved: Recruitment patterns and representativeness of PSNI has been monitored by Resources Committee during the 2019-20 year.

Indicator 2.3: Promote equality, diversity and good relations practices within the Board and with those with whom we work.

Measure for 2019-20	Progress Status
2.3.1 To consult on and revise the draft NIPB Equality and Disability Action Plans by 31 August 2019.	Partially Achieved Following a public consultation, the Equality and Disability Action Plans were approved by the Board in December 2019 and published on the Board's website.
2.3.2 To submit an Annual Progress Report by 31 August 2019 to the Equality Commission.	Achieved: Report to the Equality Commission was submitted in advance of 31 August 2019.

Outcome 3: We have a safe community, where we respect the law and each other.

Indicator 3.1: Support the PSNI and PCSPs in collaborative Delivery against the Strategic Outcomes for Policing and the Policing Plan	
Measure for 2019-20	Status
3.1.1 Work in partnership, through the Joint Committee, to deliver an effective PCSP Programme of activity that delivers their strategic objectives.	Achieved PCSPs have evidenced effective initiatives through their monthly reporting during 2019-20. Governance meetings were held by Joint Committee between November – December 2019 with PCSP Chairs/Vice Chairs to discuss performance and to encourage the sharing of good practice.
3.1.2 To monitor PCSP funding and expenditure for 2019-20 monthly.	Achieved Monitoring of expenditure completed throughout the reporting period. Expenditure is in line with forecasts and a re-profiling exercise relating to expected underspend in the meeting expenses budget line is underway to ensure maximum expenditure.
3.1.3 Deliver a PCSP reconstitution process by March 2020.	Achieved: The process was fully completed. All appointment panels have sat and selected appointees. Due to issues around Access NI and the administrative limitations due to the COVID-19 virus, reconstitution has been paused. A new reconstitution date will be set by the Board.

Indicator 3.2: Contribute to the Northern Ireland Executive’s Action Plan in tackling paramilitary activity, criminality and organised crime.	
Measure for 2019-20	Status
3.2.1 Produce a six-monthly report on the Board and PCSP’s contribution to A5 to A8 recommendations of the Tackling Paramilitarism Action Plan.	Achieved: A six-monthly report was tabled at the Partnership Committee in September 2019. The Committee are currently examining this issue and will conclude with a thematic report.

Indicator 3.2: Contribute to the Northern Ireland Executive's Action Plan in tackling paramilitary activity, criminality and organised crime.	
Measure for 2019-20	Status
3.2.2 Report as required to the Independent Reporting Commission (IRC).	Achieved: Second IRC report published in November 2019. IRC secretariat attended Partnership Committee in January 2020 to discuss progress.



Northern Ireland Policing Board

Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast BT1 3BG



028 9040 8500



information@nipolicingboard.org.uk



www.nipolicingboard.org.uk



[policingboard](https://www.facebook.com/policingboard)



[@nipolicingboard](https://twitter.com/nipolicingboard)



[nipolicingboard](https://www.youtube.com/nipolicingboard)



[Northernirelandpolicingboard](https://www.linkedin.com/company/northernirelandpolicingboard)