Northern Ireland
PolicingBoard

ANNUAL POLICING PLAN
FOR NORTHERN IRELAND
2019 - 20

POLICING PLAN 2019 -20   01

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FOREWORD

BY CHAIR OF THE NORTHERN IRELAND POLICING BOARD

The absence of an Executive for the past two years has occasioned significant uncertainty for organisations across the public and community & voluntary sectors. The PSNI continue to face many of these same difficulties, particularly with regard to their budget and their ability to plan and invest in the future effectiveness and efficiency of the organisation. This Policing Plan, which is the last annual plan as part of the Strategic Outcomes for Policing 2016-2020, has been developed in the absence of a policing budget for 2019/20, a reality of a governmental vacuum in Northern Ireland, and a situation that places the Chief Constable in a very unenviable position.

The absence of budgetary clarity poses a number of key challenges to the PSNI as to how it ensures its effectiveness and efficiency in keeping our communities safe while maintaining public confidence in its ability to provide a day to day service. Though demand for policing services continues to increase, not all calls for service relate to core policing activities, with only around 20% relating to a crime. In a time of austerity and demand and resourcing pressures on the public

sector, increasingly the PSNI are used as an organisation of first resort for individuals with a range of complex needs and vulnerabilities. While the PSNI's mantra continues to be to 'Keep People Safe', many of those who contact the police require specialist support best delivered by other organisations in the public and community & voluntary sectors.

These are additional pressures for the PSNI in an already challenging environment in which the Chief Constable has to make difficult operational decisions about how best to allocate his resources. The Board and the PSNI must work together to mitigate the potential impacts that these decisions may have on our community.

It is therefore pivotal, now more than ever, that the PSNI collaborate more closely with key delivery partners, to use collective knowledge, expertise and resources to protect and support vulnerable people in our community. As well as fulfilling our accountability function in monitoring the PSNI performance against the measures contained in this Policing Plan, the Board has an equally important role in advocating for policing and supporting

the PSNI as they seek to establish new collaborative relationships and further develop existing ones.

A key part of this process of collaboration is engaging with the public about their expectations of the PSNI, and informing them of the challenges the PSNI face. The public have had an opportunity to contribute in a very real way to the discussion of the future delivery of policing in their area through the Local Policing Review consultation which took place in 2018. The results of this successful public consultation will be a key driver of the PSNI and the Board's work going forward as we work with key partners, particularly Policing and Community Safety Partnerships (PCSPs), to deliver effective policing at a local level.

Consideration of the findings of that consultation, together with the Board's assessment of the PSNI performance over the lifetime of the Strategic Outcomes for Policing 2016-2020, will help both PSNI and the Board plan for the future with a critical eye, focused on delivering for communities in 2020-2024.

ANNE CONNOLLY
CHAIR

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FOREWORD

BY THE CHIEF CONSTABLE OF THE POLICE SERVICE OF NORTHERN IRELAND

I welcome this annual opportunity to make a commitment to our Policing Board and the public on how we will strive to meet a range of stretching outcomes and measures in the year ahead. We are serious about achieving these and look forward to working closely with communities and partners to ensure success.

The scale of the challenge is huge and like all public services across Northern Ireland, we continue to operate in an environment of continually shrinking budgets. Over the past five years the PSNI has witnessed a reduction of £150 million.

The demands faced in policing are becoming increasingly complex and the resources available to meet these demands are continuing to reduce. This is because traditional, visible crime has given way to new crimes which are less visible. Often this crime is cyber related and can cross international boundaries which make it more difficult and expensive to investigate.

Increasing vulnerability in our society also impacts upon policing, with around 150 of our calls for service per day relating to mental health issues. The severe threat from violent dissident republicans continues to place a substantial financial burden on policing delivery. We also bear additional costs relating to parades, protests and dealing with the past.

Despite these challenges, we are your police service and will continue to work tirelessly to prevent harm, protect people and detect crime. Together with the Policing Board, we have focused on organisational capability and worked to optimise our resources to provide the best policing service possible. This effort will be coordinated through our internal Corporate Plan which seeks to transform policing over the next five years to meet changing demands.

Whilst this year's Policing Plan is similar to last year, we look forward to working with the Policing Board to create ambitious outcomes based accountability measures to complement the Programme for Government in next year's plan.

During 2018 we worked in partnership with the Policing Board on a public consultation to seek your views on what improvements you wanted to see in local policing. We look forward to incorporating the results from this consultation into future policing delivery.

This updated Policing Plan has again been developed in the absence of a policing budget for 2019-20 or the years beyond, however as an organisation we will continue to be agile in meeting changing needs as they arise.

My team and I remain committed to building confidence and trust in policing and making a difference to the public we have the privilege to serve. We look forward to continuing our ethos of Policing with the Community in striving to meet the targets in this Policing Plan over the next year.

GEORGE HAMILTON
CHIEF CONSTABLE

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INTRODUCTION TO THE PLAN

In April 2016, the Policing Board (the Board) published the Strategic Outcomes for Policing 2016-2020 across five overarching themes which set out the longer term vision of what the Board wants the Chief Constable to achieve by 2020, supported by annual Policing Plans.

The 2019/20 Policing Plan has been agreed by the Board and the PSNI. It forms the final year of the Strategic Outcomes for Policing 2016-2020, ensuring a consistency of approach across that period in the areas the Board require the PSNI to demonstrate an improved service to the community. This consistency allows the Board to provide an assessment of the PSNI performance across the life of the Strategic Outcomes for Policing 2016-2020 and demonstrate whether there have been an improvement in policing performance.

The 2019/20 Policing Plan retains the previous framework of five themes and nine Strategic Outcomes. The number of measures under the nine Strategic Outcomes has been consolidated from 25 to 17 which reflects recommendations made by the Northern Ireland Audit Office in successive *Continuous improvement arrangements in policing* reports published in 2017 and 2018.

As previously established in the 2017/18 document, the 2019/20 Policing Plan includes a performance monitoring framework at Appendix 1.The purpose of this framework is to provide clarity on the indicators which will form the basis of the information reported to the Board throughout the course of the year, and will be used to assess performance against the measures included within the Policing Plan.

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OVERARCHING THEME 1: COMMUNICATION AND ENGAGEMENT

The Board and the PSNI recognise that building community trust and confidence in policing is of paramount importance in Northern Ireland. While the PSNI, alongside key criminal justice partners, are ultimately responsible for safeguarding and protecting the public from a range of threats and harm, maintaining and enhancing community trust and confidence encourages cooperation with the police and the provision of vital information, which helps them to prevent and detect crime. Increasing trust in communities which, for a range of reasons, have had lower confidence in police is vital in tackling a range of criminal activity, particularly paramilitary activity, serious and organised crime, hate crime and anti-social behaviour. The Board and the PSNI recognise that increasing trust and confidence in those communities can only be successful as part of a long term vision for policing, which emphasises a continuous improvement in the PSNI's approach to engagement.

STRATEGIC OUTCOME 1.1 - TRUST AND CONFIDENCE IN POLICING THROUGHOUT NORTHERN IRELAND

For the PSNI to be viewed as trustworthy, it must be seen by the public to be fair, actively demonstrating a strong commitment to the local community and sharing its values. This means that consideration of 'trust' and 'confidence' is more than simple statistical information relating to the performance of PSNI in exercising their duties. It includes whether they understand the needs of the community, involve the public in their decision making and local priority setting, and are accountable to communities for their performance. It also ensures that the PSNI treat people fairly and with dignity, even in challenging circumstances.

The Northern Ireland Policing Plan 2019/20 outlines a range of performance indicators and performance measures which will provide the Board with an assessment of whether the actions undertaken by the PSNI, either individually or in collaboration with key partners, are leading to the strategic outcome being achieved.

The Board will consider qualitative and quantitative information in relation to confidence data from the Northern Ireland Crime Survey, Omnibus Survey, and Victim Satisfaction data.[1] Policing and Community Safety Partnerships (PCSPs) also have a statutory duty to obtain the views of the public about matters concerning the policing of a district and to obtain the co-operation of the public with the police in preventing crime and enhancing community safety. The Board will require PCSP Policing Committees to report on the activities undertaken in relation to these key roles.

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1   The PSNI use a text message based Victim Satisfaction Survey system to allow victims to provide feedback on the service they have received; at a time that suits them. This replaced the previous telephone arrangements that had been in place. The PSNI survey aims to make contact with over 20,000 victims of crime to monitor satisfaction levels and understand whether or not the PSNI is meeting the public's expectations. Each month an extract of data is taken from our database which refers to contact with police in the previous calendar month.

OVERARCHING THEME 1: COMMUNICATION AND ENGAGEMENT

STRATEGIC OUTCOME 1.2 – PSNI ENGAGES WITH COMMUNITIES TO IMPROVE UNDERSTANDING OF THE IMPACT OF POLICING DECISIONS INVOLVING COMMUNITIES WHERE POSSIBLE IN THOSE DECISIONS

The original vision of the Independent Commission for Policing for Northern Ireland was a culture of the police *'participating in the community and responding to the needs of that community, and the community participating in its own policing and supporting the police'*, and *'the police working in partnership with the community; the community thereby participating in its own policing; and the two working together, mobilising resources to solve problems affecting public safety over the longer term rather than the police, alone, reacting short term to incidents as they occur'*.[2] The Board will therefore ask the PSNI to report on how the Policing with the Community ethos, which is an extensive programme of cultural change across the organisation focused on accountability, courtesy, respect, fairness and collaborative decision making, has been embedded in the service. The Policing Plan for 2019/20 places an emphasis on the work that the PSNI carry out in and with communities in order to build confidence and legitimacy in the police.

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2   Paragraphs 7.2 & 7.3, *A New Beginning: Policing In Northern Ireland. The Report of The Independent Commission On Policing For Northern Ireland*, September 1999, p. 40.

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OVERARCHING THEME 1: COMMUNICATION AND ENGAGEMENT

KEEPING PEOPLE SAFE THROUGH POLICING WITH THE COMMUNITY

COMMUNICATION AND ENGAGEMENT

Strategic Outcome	Measure
1.1 Trust and confidence in policing across NI	1.1.1 - Increase the level of public confidence in the police's ability to provide an ordinary day to day service and in local police. 1.1.2 - To improve victim satisfaction in certain aspects of contact with the PSNI.[3] 1.1.3 - Increase confidence in policing in areas[4] where it was identified as being lower through initiatives in collaboration with local communities, partner agencies and PCSPs. 1.1.4 - Increase young people's confidence in policing in areas where it was identified as being lower through initiatives carried out in collaboration with local communities, partner agencies and PCSPs. 1.1.5 - Improve under-representation in respect of gender and community background across departments and branches of the PSNI.[5]
1.2 PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions.	1.2.1 - Embed and demonstrate Policing with the Community ethos and behaviours throughout the service specifically: • Demonstrate locality based police-community decision making through co-design that evidences the benefit of community input to the delivery of policing. • Evidence the ongoing impact and benefits realised as a result of the delivery of this project, both internally and externally.

3   This is based on a text message based Victim Satisfaction Survey comprising of four questions which elicit a graded response based on their experience: 1) 'The officers/staff I met treated me with fairness and respect'; 2) 'I am satisfied with how well I have been kept informed of the progress of my case'; 3) 'I am satisfied with my contact with the Police Service of Northern Ireland'; 4) 'If a family member or friend were a victim of crime in the future, based on this experience, I would recommend they report it to the police'.

4   The following areas were agreed in 2016/17 for Measures 1.1.3 and 1.1.4: Oldpark (Belfast Council); Titanic (Belfast Council); Lurgan (Armagh, Banbridge and Craigavon Council); Torrent (Mid Ulster Council); The Moor (Derry and Strabane Council); and, Macedon (Antrim and Newtownabbey Council area).With specific reference to Measure 1.1.3, these areas are complimented by consideration of an additional six, namely: Coleraine (Causeway Coast & Glens Council); Rosslea & East Erne (Fermanagh & Omagh Council); Bangor West/Kilcooley (Ards & North Down Council); Killultagh/Dunmurry (Lisburn & Castlereagh Council); Larne Lough/Carrick Castle (Mid & East Antrim Council); Slieve Gullion (Newry, Mourne & Down Council).

5   This measure is complemented by the Board's consideration of PSNI's People Strategy which provides a range of qualitative and quantitative information on the gender and community breakdown of the organisation, sickness levels, police officer and staff wellbeing, police recruitment and leavers data, and Individual Performance Review (IPR) process data.

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OVERARCHING THEME 2: PROTECTION OF PEOPLE AND COMMUNITIES

One of the most important duties that police carry out is in terms of protecting the most vulnerable members of the public. People can be vulnerable for many reasons and when vulnerable, they are at the greatest risk of harm. Given that their vulnerability may change during the time they are in contact with police, the sheer range of different skills and resources required to provide an appropriate response requires a collaborative approach with key partner agencies across the public and voluntary sectors to put the most effective response in place to meet their needs.

STRATEGIC OUTCOME 2.1 – HARM CAUSED BY CRIME AND ANTI-SOCIAL BEHAVIOUR IS REDUCED WITH A FOCUS ON PROTECTING THE MOST VULNERABLE, INCLUDING REPEAT VICTIMS.

The demands placed on the PSNI to respond to vulnerability, particularly in relation to individuals with complex mental health concerns, continues to grow, placing significant pressure on resources in responding to calls for service not just from victims and concerned members of the public, but also from hospitals, Accident & Emergency Departments and children & young people's residential facilities. This is particularly true in an environment of financial pressures caused by public sector cuts and where the PSNI are often the first responders to vulnerable victims of crime or those with complex mental health and/or addiction who may pose a risk to themselves and others. In order to provide the most effective response, the Board expects PSNI to demonstrate how effectively it collaborates with a range of key partners in the public, private and voluntary sectors.

The PSNI has identified the following groups as being particularly vulnerable and requiring specific protection:

- Children at risk, which includes protecting missing children and victims of Child Sexual Abuse and Exploitation.

- Victims of sexual abuse and violence.

- Victims of domestic abuse, including those vulnerable people who may become repeat victims.

- Older people at risk and tackling the fear of crime in partnership with health & social care, the voluntary sector and local communities.

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OVERARCHING THEME 2: PROTECTION OF PEOPLE AND COMMUNITIES

- Potential victims of hate crime, whether the motivation for the prejudice or hate towards the injured party is based upon race or ethnicity (Racist); sexual orientation (Homophobic); faith or religion (non-sectarian incidents); faith/religion, or political opinion (Sectarian); disability; or gender identity (Transphobic).

- Individuals who present with complex mental health needs.

The Board and the PSNI recognise that there are many reasons why some victims of these sorts of crimes do not report them to the police or, where they do report, later withdraw their support for the prosecution of the case. The PSNI must work effectively with other organisations, whether criminal justice partners such as the Public Prosecution Service and Northern Ireland Courts and Tribunal Service, or with organisations such as Victims Support or Women's Aid among others, to ensure that individual victims receive the best outcome for their circumstances and that they are encouraged and supported in order to report crime to the police. Often vulnerable individuals may have had repeated contact with the police in the past. For some victims of domestic abuse or hate crime contacting the police may be the first step they have taken in looking for help after prolonged periods of abuse. The PSNI response, whether from responding officers or call management staff, must engender confidence in the victim that their concerns will be taken seriously.

Anti-Social Behaviour (ASB) has repeatedly been identified as a source of major concern in many communities in Northern Ireland and is reflected as a key priority in most PCSP Action Plans and Local Policing Plans. The response to ASB is also vital in ensuring local community confidence in the police, with individuals who have experienced repeated incidents of ASB more likely to have lower confidence in the PSNI. Once confidence in the police is lowered, victims of ASB are in turn less likely to report it to the PSNI, leading to a 'spiral of corroding confidence' which can prove difficult to address effectively. ASB may not always include criminal behaviour and often reflects a wider societal problem whereby the overall health, resilience and cohesion of communities is undermined. Though the public often sees tackling ASB as a policing issue, the most effective response requires PSNI to work in collaboration with local statutory, particularly PCSPs, and voluntary organisations. In relation to tackling ASB, the Board requires PSNI to demonstrate the effectiveness of their contribution, alongside key statutory and voluntary sector partners, particularly in areas of high deprivation. The role that PCSPs play in partnership with the PSNI is central in helping the PSNI deliver in communities where ASB is high and where confidence in the PSNI may be low for a range of reasons.

OVERARCHING THEME 2: PROTECTION OF PEOPLE AND COMMUNITIES

STRATEGIC OUTCOME 2.2 – PEOPLE ARE SAFE ON THE ROADS.

While the PSNI does not have lead responsibility for road safety in Northern Ireland, its contribution towards the Department of Infrastructure's Road Safety Strategy 2020 is pivotal in efforts to reduce the number of people killed or injured on our roads. The PSNI play a vital role in assisting the Department and other key partners achieve the targets contained in the Strategy through education, prevention and increased enforcement activity, and the Board requires PSNI to report on its progress on these three key facets of its contribution.

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OVERARCHING THEME 2: PROTECTION OF PEOPLE AND COMMUNITIES

PREVENTING HARM, PROTECTING PEOPLE AND DETECTING THOSE WHO COMMIT CRIME

PROTECTION OF PEOPLE AND COMMUNITIES

Strategic Outcome	Measure
2.1 Harm caused by crime and anti-social behaviour is reduced with a focus on protecting the most vulnerable, including repeat victims.	2.1.1 - Improve service to the most vulnerable across PSNI policing districts through the implementation of Support Hubs[6] in collaboration with PCSPs and other partners. 2.1.2 - Improve the service to vulnerable groups and improve outcomes in collaboration with partners in relation to: • Domestic abuse • Hate crime • Crimes against older people • Sexual offences • Mental health • Child Sexual Abuse and Exploitation (CSAE) • Children who go missing 2.1.3 - Demonstrate an effective contribution in addressing anti-social behaviour particularly in areas of high deprivation and hot spot areas in collaboration with PCSPs and relevant others within the community.
2.2 People are Safe on the Roads	2.2.1 - Demonstrate a contribution to reduce: • The number of people killed in road collisions; • The number of people seriously injured in road collisions; • The number of children (aged 0-15) killed or seriously injured in road collisions; and • The number of young people (aged16-24) killed or seriously injured in road collisions. as set out in the 2020 Road Safety Strategy[6]

6   www.infrastructure-ni.gov.uk/sites/default/files/publications/doe/NI%20Road%20Safety%20Strategy%202020.pdf

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OVERARCHING THEME 3: REDUCTION IN OFFENDING

Theme 3 is focused on the steps the PSNI are taking to ensure a collaborative approach to reduce offending and tackle crime, particularly serious and organised crime.

STRATEGIC OUTCOME 3.1- IDENTIFY AND INTERVENE WITH PRIORITY OFFENDERS

A key role that the PSNI play in reducing reoffending is through the Reducing Offending in Partnership (ROP) which is a Northern Ireland wide approach to reduce reoffending, support desistance and to ensure that fewer people become victims of crime. The effectiveness of this arrangement is its collaborative approach with key partner agencies including the Department of Justice (DOJ), Probation Board for Northern Ireland (PBNI), Northern Ireland Prison Service (NIPS), and the Youth Justice Agency (YJA) having come together to form a partnership aimed at reducing crime and dealing with the most prolific offenders. This partnership is outcomes focused, with partners working to a common purpose to reduce offending behaviour and ensuring that offenders receive the appropriate support and encouragement to modify their behaviour. The Board will hold the PSNI to account for its particular contribution to the ROP process, with a focus on a reduction in the number of individuals participating in the programme who go through the criminal justice system; the estimated financial savings resulting from this approach; and, the wider social and economic gains of a reduction in criminal activity.

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OVERARCHING THEME 3: REDUCTION IN OFFENDING

STRATEGIC OUTCOME 3.2- TACKLE SERIOUS AND ORGANISED CRIME

Serious and Organised Crime affects all communities in Northern Ireland and as it becomes more sophisticated, with many Organised Crime Groups (OCGs) evolving into international and online networks targeting vulnerable people, the policing response must become more effective in frustrating, disrupting and dismantling them. OCGs may be involved in a wide range of criminal activity which causes considerable economic and social harm to communities, particularly illegal drugs, human trafficking, child sexual exploitation, money laundering and cybercrime.

The sheer scale and scope of Serious & Organised Crime means that in order to be most effective in understanding the threats posed by OCGs, the PSNI must work collaboratively and share information with agencies such as the National Crime Agency (NCA), HM Revenue and Customs (HMRC), Immigration Enforcement and a range of other public, private and voluntary sector bodies.

STRATEGIC OUTCOME 3.3 - TACKLE PARAMILITARISM

It is widely accepted that a legacy of the Troubles is that many paramilitary groups, while no longer engaged in planning and executing terrorist activities in order to fulfil a political objective, are now engaged in organised crime within their own communities, creating fear through intimidation and violence. The dividing line between 'Serious and Organised crime', 'paramilitary activity' and, in some cases, 'violent extremism' can therefore be hard to draw. The fact that this activity tends to be in communities where trust in the police and criminal justice system is low makes tackling such criminality extremely challenging. As the Executive's Action Plan on Tackling Paramilitary Activity, criminality and Organised Crime has clearly articulated, a multi-faceted, multi-agency approach is needed if interventions are to be successful.

The Policing Board is mindful of its responsibilities in this regard, particularly in relation to recommendations from the Fresh Start Panel in relation to the resourcing and operation of policing in communities most vulnerable to criminal control, and working with PCSPs and the DoJ to build confidence in communities in the rule of law and embedding a culture of lawfulness. This multi-agency approach to increasing trust in certain communities requires a dedicated and long-term approach, recognising that progress in building confidence may take significant time to embed and the results of this engagement may not be immediately visible or easily quantifiable.

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OVERARCHING THEME 3: REDUCTION IN OFFENDING

The establishment of the Joint Agency Task Force, a joint initiative with An Garda Síochána, is a recognition that the boundaries between Serious & Organised Crime and paramilitary activity are becoming more blurred. Established by the Fresh Start Agreement to tackle cross-jurisdictional organised crime, including that linked to paramilitarism, prioritising tackling Rural Crime, Drugs, Human Trafficking, Financial Crime, Excise fraud, and, Organised Immigration Crime.

A number of OCGs have direct paramilitary links and are engaged in a wide range of criminal activity and, where support for policing remains low, they exercise considerable influence on local communities through fear and intimidation. The Paramilitary Crime Taskforce, a multi-agency and co-located body incorporating the PSNI, NCA and HMRC, has also been established to tackle crime caused by a number of paramilitary groups, with a focus on the activities of the West Belfast UDA, Belfast INLA, Belfast Action Against Drugs, South East Antrim UDA, East Belfast UVF, East Belfast UDA, and INLA Londonderry who are involved in all forms of criminality, paramilitary style attacks, extortions, intimidation, drug dealing and money laundering. The Board is particularly focused on the efforts of the PSNI and key partners to increase their legitimacy in those areas where paramilitaries are ubiquitous, including the PSNI's work with PCSPs and communities to co-design bespoke programmes and interventions which empower communities.

PREVENTING HARM, PROTECTING PEOPLE, AND DETECTING THOSE WHO COMMIT CRIME	
REDUCTION IN OFFENDING	
Strategic Outcome	**Measure**
3.1 Identify and intervene with priority offenders.	3.1.1- Demonstrate an effective contribution to the integrated management of priority offenders in collaboration with partner agencies, in order to reduce reoffending.
3.2 Tackle serious and organised crime.	3.2.1 - Demonstrate an effective contribution to the implementation of initiatives and interventions in collaboration with partners to reduce the harm caused by: • Organised Crime Groups • Drugs • Cyber dependent, enabled and facilitated crime • Human exploitation and trafficking.
3.3 Tackle paramilitarism	3.3.1- Demonstrate an effective contribution to the implementation of the Executive Action Plan and to the Joint Agency Task Force. 3.3.2 - Demonstrate an effective contribution to the elimination of paramilitarism in Northern Ireland in collaboration with partner agencies, local communities and PSCPs through co-design of programmes and interventions.

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OVERARCHING THEME 4: MORE EFFICIENT AND EFFECTIVE DELIVERY OF JUSTICE

The criminal justice system, of which the PSNI is a key constituent part, is designed to bring offenders to justice, protect the public and provide victims with truth and justice. A key element in the delivery of justice is ensuring it is administered in a fair manner, and in such a way that delay is avoided. An effective and efficient justice system requires a collaborative approach, particularly from the PSNI, the Public Prosecution Service (PPS), the Northern Ireland Courts and Tribunals Service (NICTS), and the DoJ.

A range of inspections by Criminal Justice Inspection (Northern Ireland) (CJINI) and the Northern Ireland Audit Office (NIAO) have demonstrated that the legal system is beset with avoidable delay making the process much slower and financially inefficient than in England & Wales, resulting in a significant impact on public confidence in the entire criminal justice system. With regard to that delay, the PSNI has been subject to sustained criticism over the quality of evidence files it prepares and submits to the PPS. In some cases files have lacked critical evidence, meaning the PPS cannot make a prosecutorial decision until further information is requested and obtained from the PSNI. After first raising

this issue in 2006, CJINI have commented in follow up inspections in 2010 and 2012 that progress in ensuring the PSNI get it right first time was frustratingly slow. In 2015 a detailed investigation of police file quality found that the majority of Crown Court case files tested were either unsatisfactory, containing errors or omissions meaning the PPS were unable to make a prosecutorial decision, or in some cases were poor, containing significant omissions in the core evidence provided. The NIAO stated in its March 2018 report *Speeding Up Justice* that another key reason for the timeliness difference between Northern Ireland and England & Wales is the length of time it takes to complete the early stages of investigations in Northern Ireland. Ensuring an effective and efficient criminal justice system requires a dedicated collaborative approach, therefore the steps the PSNI take to ensure that their unique contribution helps provide the best level of service to the community.

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OVERARCHING THEME 4: MORE EFFICIENT AND EFFECTIVE DELIVERY OF JUSTICE

STRATEGIC OUTCOME 4.1 – ACHIEVE AN EFFECTIVE PARTNERSHIP WITH THE PUBLIC PROSECUTION SERVICE AND THE WIDER CRIMINAL JUSTICE AGENCIES TO DELIVER MORE POSITIVE OUTCOMES FOR VICTIMS

The Board will require the PSNI to prioritise and report on two key collaborative projects- the Working Together Project and the Indictable Case Process. The Working Together Project is a joint PSNI and PPS project which is primarily concerned with improving case file quality and timeliness in the Magistrates' Court, with the Indictable Cases Process a criminal justice system response to Crown Court cases in order to ensure the production of higher quality investigation and prosecution files, reduce the number of adjourned hearings and trials at court, encourage earlier guilty pleas by defendants, and create a collaborative culture among key organisations in the justice system. The

Board will also require the PSNI to report on progress in addressing legacy investigations and litigation. The Board is keenly aware of the damage that ongoing delays in a number of high profile cases has had on community confidence in the police. The PSNI are required to report on progress in legacy investigations to the Board, with an emphasis on disclosure arrangements for legacy inquests, civil litigation and Police Ombudsman investigations, as well as focus on support arrangements for victims and their families.

PREVENTING HARM, PROTECTING PEOPLE, AND DETECTING THOSE WHO COMMIT CRIME	
MORE EFFICIENT AND EFFECTIVE DELIVERY OF JUSTICE	
Strategic Outcome	Measure
4.1 Achieve an effective partnership with the Public Prosecution Service and wider criminal justice agencies to deliver more positive outcomes for victims.	4.1.1 - Demonstrate progress in providing a more efficient and effective delivery of Justice, including evidence of progress made with legacy cases.

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OVERARCHING THEME 5: MORE EFFICIENT AND EFFECTIVE POLICING

Being an efficient police service means the PSNI must maximise its outcomes for citizens from its available resources, something that is becoming more challenging in the current financial climate of public sector austerity and cuts to the policing budget. While this is true of all police forces in the United Kingdom, the demands on policing in Northern Ireland are more wide ranging than those experienced by most forces in England and Wales, particularly in relation to legacy investigations, parading and policing of interface areas. These are core demands on PSNI resources and the public has an expectation that dealing with them is largely, though not exclusively, a policing issue. However the PSNI no longer has the resources nor the workforce to continue to do things as they have always been done and the organisation must reprioritise and ensure that resources are allocated where they can be most effective, based on a comprehensive understanding of current and future demand as well as the potential risk and harm to communities.

STRATEGIC OUTCOME 5.1 – AN EFFICIENT AND EFFECTIVE POLICE SERVICE

In order to properly prioritise its resources to meet demand, the PSNI must carry out an assessment of current and future demand for its services, understanding the impact that investigating increasingly complex criminal activity, particularly involving serious and organised crime and cybercrime, may have on the allocation of staff and financial resources. PSNI must also have an understanding of the extent of 'hidden demand' in Northern Ireland, which includes crimes and behaviours which are less likely to be reported to the police such as domestic abuse, hate crime, child sexual abuse & exploitation, forced marriage, honour-based violence, and human trafficking. This should include having clear strategies in place to raise awareness both internally and externally of these types of hidden crimes in order to not only increase recognition and reporting, but also ensure skills and knowledge are in place to meet that potential future demand. This is a challenging task for any police service and requires constant re-evaluation over time in order to respond to emerging issues. It requires continuous improvement in responding to changes in demand, striving to ensure progress is built on year on year.

The Policing Plan outlines a range of qualitative and quantitative performance indicators and performance measures which seek to ascertain how well the PSNI uses its resources to meet current and future demand, including hidden demand. This will allow the Board to assess the extent to which that resource allocation is leading to positive outcomes in keeping communities safe from crime.

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The indicators require the PSNI to report to the Board on the sustainability of its workforce model, particularly where pressures may emerge as a result of public sector cuts. This includes consideration of the structure of the police service, particularly the mix of police officers and police staff, what their roles within the organisation are, and whether they possess the right skills, capacity and resilience to keep communities safe now and in the future.

Finally the Board will also ask the PSNI to develop clear and realistic plans for achieving savings to its budget, both within the current spending review period and for the future. The Board will require assurances from the PSNI about its financial controls and governance and whether its spending reflects the priorities laid out in the Policing Plan.

EFFICIENCY AND GOVERNANCE	
MORE EFFICIENT AND EFFECTIVE POLICING	
Strategic Outcome	**Measure**
5.1 An efficient and effective police service	5.1.1.- Demonstrate a comprehensive assessment and understanding of both current and likely future demand for services, matching resources to meet the needs of the public and protecting frontline services. 5.1.2 – Development of clear and realistic plans for achieving the likely savings required beyond 2019/2020.

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POLICING PLAN 2019/20 PERFORMANCE MONITORING FRAMEWORK

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
1.1	1.1.1	• What activity was undertaken to improve confidence in the PSNI's ability to provide an ordinary day to day service? • What activity was undertaken to increase the overall level of confidence in the local police? • Qualitative evidence of initiatives and outcomes implemented. • Quantitative indicator – NI Crime survey data. • Quality/effect – What difference has been achieved?
	1.1.2	• What activity was undertaken to identify why victim satisfaction was lower with certain aspects of policing? • Once identified what measures were put in place to address this? • What was the result? - qualitative/quantitative. • Quantitative indicator – Victim Satisfaction data by crime type, location (district/ward), age, gender etc.
	1.1.3	• What activity was undertaken to improve confidence in policing in areas where it was identified as being lower? • What collaborative working has taken place with local communities, PCSPs and partner agencies to improve confidence? • What was the result? – qualitative/quantitative. • Quantitative indicator – change in people's confidence within areas where confidence had been identified as lower.
	1.1.4	• What activity was undertaken to improve young people's confidence in policing areas where it was identified as being lower? • What collaborative working has taken place with local communities, PCSPs and partner agencies within the community? • What was the result? – qualitative/quantitative. • Quantitative indicator – change in young people's confidence in areas where confidence had been identified as lower
	1.1.5	• What activity has been undertaken to address under representation in respect of gender and community background? How does this link to the PSNI people strategy? • Evidence of initiatives and measures taken to improve workforce representation, specifically in branches where under representation is an issue. • Quantitative indicator – Workforce representation figures, including breakdown of branches, recruitment figures by socio-economic background, number of promotions and appointments to 'specialist departments' by gender/community background. • Quality/effect – What difference has been achieved?

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
1.2	1.2.1	• What activity has been undertaken to embed the ethos of policing with the community throughout the service? • Evidence of activity and initiatives undertaken to engage with communities and involve them in decision making, and improve understanding of the impact of policing decisions? • What has been the impact of these initiatives? • What difference has been achieved, both internally and externally?
2.1	2.1.1	• What activity has been undertaken to improve service to the most vulnerable across PSNI policing districts? - this is to include what systems/processes are in place to identify vulnerability. • What progress has been made with the implementation of support hubs? • What contribution was made to collaborative working with PCSPs and other partners in delivering these initiatives? • Qualitative/quantitative evidence of the impact of initiatives targeted at improving service to the most vulnerable? • Quantitative data – numbers of crimes recorded with vulnerable victims[7] vs outcomes, breakdown of offences with a vulnerable victim by crime type and nature of vulnerability • Breakdown of number and type of cases dealt with by Support Hubs.
	2.1.2	**Hate Crime:** • What activity has been undertaken to improve service to victims of hate crime, including repeat victims? • What contribution was made to collaborative working with partners in reducing harm and protecting victims and potential victims of hate crime, particularly repeat victims? • What activity has been undertaken to address the issue of understanding hidden demand with regard to hate crime? • Quality/effect - What difference has been achieved as a result of activities and initiatives? • Quantitative indicator - Number of hate crimes reported and break down of outcome rates including narrative for patterns and trends and comparison with previous years.

7   Vulnerable victims identified within the following data categories: Anti-Social Behaviour, Domestic abuse, Older people, Young people and Hate Crime)

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
2.1	2.1.2	**Crimes against older people** • What activity has been undertaken to improve service to vulnerable victims of crimes against older people, particularly repeat victims? • What contribution was made to collaborative working with partners in reducing harm and protecting vulnerable victims to crime against older people, particularly repeat victims? • What activity has been undertaken to address the issue of understanding hidden demand with regard to victims of crimes against older people? • Quality/effect - What difference has been achieved as a result of activities and initiatives? • Quantitative indicator - Number of crimes with older person as a victim reported and break down of outcome rates including narrative for patterns and trends and comparison with previous years. **Sexual offences** • What activity has been undertaken to improve service to victims of sexual offences, including repeat victims? • What contribution was made to collaborative working with partners in reducing harm and protecting victims and potential victims of sexual offences, particularly repeat victims? • What activity has been undertaken to address the issue of understanding hidden demand from victims of sexual offences? • Quality/effect - What difference has been achieved as a result of activities and initiatives? • Quantitative indicator - Number of sexual offences reported and breakdown of outcome rates including narrative for patterns and trends and comparison with previous years. **Mental Health** • What activity has been undertaken to improve service to victims, including repeat victims, when dealing with incidents and offences involving mental health? • What contribution was made to collaborative working with partners in reducing harm and protecting the most vulnerable where mental health is an issue, including supporting repeat victims and alleged perpetrators? • What activity has been undertaken to address the issue of understanding hidden demand on police services where victims and alleged perpetrators may have a mental health issue?

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
2.1	2.1.2	**Quality/effect - What difference has been achieved as a result of activities and initiatives?** • Number of calls taken where mental health is a suspected factor. • Child sexual Abuse and Exploitation (CSAE), and Children who go missing • What activity has been undertaken in identifying children and young people who are at risk of CSAE? What are the results of this work (number of Children 'at risk' of CSAE; the number of looked after children and children in need at risk of CSAE; number of children at risk of CSAE whose risk has reduced because their vulnerability has decreased; number of newly identified children; number of Children assessed for CSAE and not deemed at high-risk; and, the number of incidents linked to children 'at risk' of CSAE). • What activities have been undertaken to identify those individuals who pose a risk? What are the results of his work (number of CAWNs issued; number of SOPOs issued; number of RSHOs issued; number of CAWNs/SOPOs/RSHOs considered and not issued; number of breaches/arrests)? • What collaborative, multi-agency arrangements are in place to support victims of CSAE, including the provision of safeguarding arrangements? • What training has been put in place for investigators, officers and call handlers with regard to identifying the vulnerabilities, warning signs and need of children who may have suffered CSAE? How has this training been implemented and how many individuals have successfully completed it? • What difference has been made as a result of PSNI policies and practice in terms of protecting, supporting and safeguarding victims and potential victims of CSAE? **Domestic Abuse** • What activity has been undertaken to develop and implement a domestic abuse procedure? • What activity has been undertaken to make an effective contribution towards collaboration with partners in respect of reducing the harm caused by domestic abuse, including in relation to repeat victims and repeat perpetrators? • What were the successes and challenges, particularly as it relates to repeat victims? • What impact has the implementation of activities, procedure and initiatives had on working practices and service to victims? • Quantitative data - number of domestic abuse related incidents reported, number of domestic abuse related offences by crime type and outcome rate including for repeat victims, breakdown of victims by risk classification, and narrative and trends identified in comparison with previous data.

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
	2.1.3	• What activity has been undertaken to address anti-social behaviour in areas of high deprivation and hot spot areas? • What contribution was made towards collaborative working with PCSPs and relevant others within the community? • What were the successes and challenges, and what difference has been achieved? • Quantitative data – Number of reported incidents of ASB, Number of incidents reported within areas identified as being hot spots for anti-social behaviour and/or areas of high deprivation / comparison with previous years data and narrative detailing trends.
2.2	2.2.1	• What activity was undertaken to provide an effective contribution towards collaborations in support of the multi-agency road safety strategy; specifically in terms of education, and prevention? • Qualitative/quantitative evidence of the impact and results of these initiatives • Quantitative data – number of Road Deaths/Number of serious injury collisions – including the number of which were children (<16) and young people (16-24). Breakdown of cause of accidents where investigated. Quantitative data on enforcement activity (number of detections for drink/drug driving, speeding, use of mobile phones, failure to wear seatbelts and driving without insurance). Quantitative data on enrolment on speed awareness and education schemes as an alternative to prosecution.
3.1	3.1.1	• Provide a narrative with regard to the ROP process, with a particular focus on collaborative working. • What activity was undertaken to effectively identify and intervene with priority offenders? • What work has been conducted in collaboration with other statutory and non-statutory agencies in support of the delivery of the Prevent & Deter and Rehabilitate & Resettlement strands of the Reducing Offending Programme?How many priority offenders are managed by PSNI under the ROP arrangements annually and how are they managed? How many offenders have moved from Catch & Control to Rehabilitate & Resettle strands of the Reducing Offending Programme? • What difference has made as a result of the ROP programme?

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
3.2	3.2.1	**Cyber dependent, enabled & facilitated crime** • What activity was undertaken to make an effective contribution towards collaboration with partners to reduce the harm caused by cyber dependent, enabled & facilitated crime? • Qualitative and quantitative evidence of the impact of initiatives. • Quantitative data –Number of cyber enabled crimes reported vs breakdown of outcomes recorded vs breakdown of outcomes, narrative and trend in comparison to previous years. **Human exploitation and trafficking** • What activity was undertaken to make an effective contribution towards collaboration with partners to reduce the harm caused by human exploitation and trafficking? • Qualitative and quantitative evidence of the impact of initiatives. • Quantitative data –number of human exploitation and trafficking related offences recorded vs breakdown of outcomes, narrative and trend in comparison to previous years. **Organised Crime Groups & Drugs** • What activity was undertaken to make an effective contribution towards collaboration with partners to reduce the harm caused by Organised Crime Groups? • Qualitative and quantitative evidence of the impact of initiatives. • Quantitative data – Value of assets seized from Organised Crime Groups / Number of members of organised crime groups charged with offences, narrative and trend in comparison to previous years.
3.3	3.3.1	• What contribution has been made towards initiatives and interventions carried out by the Joint Agency Task Force towards the implementation of the Executive Action Plan? • Qualitative/quantitative evidence of the impact of the Joint Agency Task Force. • What were the results? - qualitative/quantitative • Quantitative data –staffing/finances contributed, arrests/charges/intelligence gained etc.

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
3.3	3.3.2	• What activity has been undertaken to make an effective contribution towards the elimination of paramilitarism in Northern Ireland in collaboration with partner agencies, local communities and PCSPs? • What activity has been undertaken on the co-design with local communities of programmes and interventions? • Qualitative/quantitative evidence of the impact of initiatives undertaken to address paramilitary activity. • What were the results? - Contents of the declassified section of the bi-annual paramilitary report • Quantitative data –number of offences recorded linked to paramilitaries broken down by crime type and area etc. vs recorded outcomes. • Detail of the process undertaken towards the full implementation of recommendation C1 of the Executive Action Plan in Tackling Paramilitary Activity, Criminality and Organised Crime (a shift in focus from 'paramilitary activity' to criminality) , as well as an outline of activity which relates to the implementation of recommendation C4 (resource allocation, dedicated funding received, training and development as it pertains to investigative capacity etc).
4.1	4.1.1	• What activities were undertaken to provide an effective contribution towards the improvement of collaborative working between PSNI, PPS and the NI Courts and Tribunal Service in improving timeliness and improving file quality. • What progress has been made on the implementation of technological systems and processes to assist in speeding up justice and the benefits realised from this. • Qualitative/quantitative evidence of the impact of initiatives implemented to improve file quality and timeliness with particular focus on outcomes for victims. • Breakdown on length of time from date of offence to disposal in summary and indicatable cases, including adult and youth magistrates courts, with consideration of processing times by offence category. • Detail of specific steps to implement recommendation A13 of the Executive Action Plan in Tackling Paramilitary Activity, Criminality and Organised Crime with regard to developing more effective criminal justice processes to manage prosecutions in respect to paramilitary activity and organised criminality. • Outline what progress has been made in disclosure for and handling of legacy cases (in respect of legacy inquests, civil litigation and Police Ombudsman investigations), how many reviews and investigations have been completed and how PSNI is providing support for victims and families'

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STRATEGIC OUTCOME	MEASURE	REPORTING CONTENTS AND PERFORMANCE INDICATORS – USING OBA FRAMEWORK
5.1	5.1.1	Demonstrate comprehensive assessment and understanding of both current and likely future demand for PSNI services, matching resources to meet the needs of the public and protecting frontline services. Demonstrate how resources will be allocated based on this understanding of demand, including a sustainable plan for the future workforce. What impact has this approach had, with a particular emphasis on how much more efficient PSNI are in providing key service to the public.
	5.1.2	Demonstrate the development of clear and realistic plans to achieve the likely financial savings required beyond 2019/20. Quantitative data – Financial reports and forecasting.

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CONTINUOUS IMPROVEMENT PROJECTS 2019/20 APPENDIX 2

INTRODUCTION

One of the key statutory functions of the Board is to make arrangements which secure continuous improvement in how the PSNI's and the Board's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.[8]

Police across the UK and Ireland are faced with the unenviable position in which, due to year-on-year budgetary reductions, they cannot continue operate in the same way, yet are faced with changing and increasing demand from a public who rightly clamour for no diminution in quality of service. In an age of ongoing austerity, the PSNI must be more innovative in the way it goes about its business in order to tackle increasing and more complex demands.

The continuous improvement projects included in the 2019/20 Policing Plan focus on the principles of economy, efficiency and effectiveness in how the PSNI carry out their business, ensuring that these projects reduce costs or add value to such an extent that it reduces costs elsewhere in the organisation in the medium to longer term. Innovation, such as technological solutions and learning from best practice from other jurisdictions, will inform the continuous improvement process, making the PSNI a more modern, agile and responsive service.

The three projects outlined below place a particular emphasis on ingraining a culture of collaboration and co-operation with other statutory agencies, public sector organisations and the community in order to drive improvement in service provision to the public.

Progress will be monitored internally by the PSNI's Service Change Board chaired by the Deputy Chief Constable, and by the Board's various committees.

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8   Section 28(1), Police (Northern Ireland) Act 2000.

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CONTINUOUS IMPROVEMENT PROJECTS 2019/20   APPENDIX 2

PROJECT 1: POLICING WITH THE COMMUNITY

RATIONALE FOR INCLUSION IN 2019/2020 POLICING PLAN:

Project is still ongoing and is featured in previous years' Policing Plans and thus will be under continued review by the Board and the Northern Ireland Audit Office (NIAO).

OBJECTIVE:

The objective of the Policing with the Community (PwC) Project is to formally establish the mechanisms to embed Policing with the Community as the PSNI culture and ethos, through employee engagement and collaborative working.

Policing with the Community has been the policing ethos for the PSNI since its formation in 2001 and is enshrined within Section 32 of the Police (Northern Ireland) Act 2000. The Independent Review of Policing described Policing with the Community as:

"the police working in partnership with the community; the community thereby participating in its own policing; and the two working together, mobilising resources to solve problems affecting public safety over the longer term rather than the police, alone, reacting short term to incidents as they occur."

The Project will achieve its objective by delivering enabling processes to drive cultural change within the PSNI and ensure collaborative working with community and statutory partners with the aim of increasing both internal and external legitimacy.

ANTICIPATED BENEFITS:

- A more engaged workforce who feel they are treated fairly and supported by the organization.

- Better service delivery leading to increased victim/community satisfaction.

- Increased effectiveness through collaborative working.

- Improved community engagement and involvement in Policing.

2019/2020 MILESTONES:

June 2019	Completion and roll out of the Policing with the Community Manual
September 2019	Completion of Project and handover of responsibilities / recommendations to business as usual operations
October 2019	Post Implementation Review – Part A which is project management experience / lessons learned
October 2020	Post Implementation Review – Part B which is focussed on the benefits realisation of the project

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PROJECT 2: WORKING TOGETHER

RATIONALE FOR INCLUSION IN 2019/2020 POLICING PLAN:

Project is still ongoing & is featured in previous years' Policing Plans and thus will be under continued review by the Board and NIAO.

OBJECTIVE:

To work collaboratively with the Public Prosecution Service to streamline key criminal justice processes.

ANTICIPATED BENEFITS:

- Improved quality of files due to introduction of agreed standards
- Improved file quality reducing the number of Decision Information Requests
- Good decision making at suspect disposal stage leading to correct file build
- Good decision making for 'No Prosecution' files
- Improved end to end case progression

2019/2020 MILESTONES:

January 2019	Completion of Police Decision Maker (PDM) accreditation process (this will allow Central Processing Team Sgts to act as PDM for their own officers).
February 2019	File build specification to be revised and circulated prior to Volume Crime Support Team (VCST) roll out
February 2019	Training for VCSTs, Prosecutors and Casework Support Staff
June 2019	Engagement with judiciary and criminal law committee
August 2019	VCST Rollout Evaluation
September 2019	Training for Local Policing Team/Operational Support Department Officers
December 2019	Full Service Rollout

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APPENDIX 2

PROJECT 3: CUSTODY HEALTHCARE

RATIONALE FOR INCLUSION IN 2019/2020 POLICING PLAN:

This project was one strand of the Custody Reform Programme which was included in previous Policing Plans. The Estates, Operational Effectiveness and Governance strand of that programme has been closed and will be subject to a formal Post Implementation Review for review by the Board and NIAO. The provision of Custody Healthcare, which ensures a safer custody environment where the complex needs of detainees are suitably met, will continue into 2019/20.

OBJECTIVE:

A redesigned efficient and effective Custody healthcare process

2019/2020 MILESTONES:

June 2019	Evaluation of Pathfinder (Musgrave Custody)
June 2019	Development of Regional model specification
September 2019	Commissioning of regional model
February 2020	Delivery of one phase of regional model
September 2020	Demonstrate effectiveness of nurse led service (publish evaluation)

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PAYING FOR THE PLAN

APPENDIX 3

INTRODUCTION

The Chief Constable has a responsibility to manage resources within the available budget and to deliver the agreed efficiency programme.

The Director of Finance & Support Services and Human Resources issues a monthly financial report to the Service Executive Board and the Policing Board to monitor progress throughout the year.

RESOURCE EXPENDITURE

An analysis of the planned resource expenditure for 2019-20 based on the spending limits set by the Department of Justice is shown in the chart below:

POLICE SERVICE FOR NORTHERN IRELAND RESOURCE SPENDING PLAN 2019/20
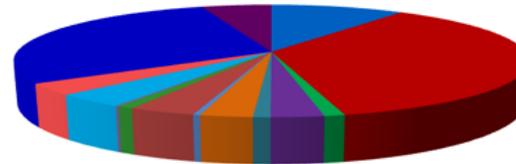
		£m	%
●	Police staff pay	103.4	9.81
●	Police officer pay	382.6	36.27
●	Managed Service	11.6	1.10
●	Other Non Staff Costs	30.2	2.86
●	Transport costs	9.8	0.93
●	Telecommunication & Technology	29.8	2.82
●	Travel & Subsistence	4.0	0.38
●	Accommodation services	38.0	3.60
●	Supplies	9.2	0.87
●	Apprenticeship Levy	2.0	0.19
●	Non cash costs RF	41.0	3.89
●	Cash Payment of Provisions	35.6	3.38
●	Pension costs	303.3	28.75
●	Security Funding	54.3	5.15
	Gross Resource Expenditure	**1,054.8**	**100%**
	Less Receipts	(7.3)	
	Net Resource Expenditure	**1,077.5**	

Note: Figures above include EU Exit Resource funding of £9.78m as part of the £16.48m funding secured by PSNI for 2019-20. The Security Funding total of £54.3m includes £2.44m to be converted to capital via the formal in year monitoring rounds.

CAPITAL EXPENDITURE

An analysis of the planned capital expenditure for 2019-20, based on the spending limits set by the Department of Justice, is shown in the chart below:

POLICE SERVICE FOR NORTHERN IRELAND CAPITAL SPENDING PLAN 2019/20
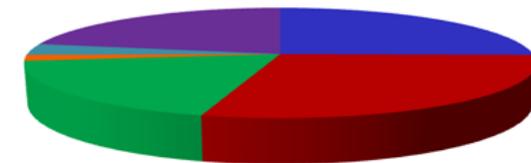
		£m	%
●	Transport	11.5	25.2
●	Telecommunication & Technology	13.2	29.0
●	Accommodation Services	8.6	18.8
●	Miscellaneous	0.8	1.8
●	Training College	1.5	3.3
●	Security Funding	10.0	21.9
	Gross Resource Expenditure	**45.6**	**100%**
	Less Receipts	**0.0**	
	Net Resource Expenditure	**45.6**	

Note: Figures above include EU Exit Capital funding of £6.7m as part of the £16.48m funding secured by PSNI for 2019/20.

ANNUAL REPORT & ACCOUNTS

The audited Annual Report & Accounts for the year ended 31 March 2019 will be published by 30 June 2019.

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TRAINING ASSESSMENT FOR POLICE OFFICERS AND POLICE STAFF   APPENDIX 4

The role of the Northern Ireland Police College is to contribute to the delivery of the Police Service of Northern Ireland's purpose; '*to help build a safe, confident and peaceful society for Northern Ireland'*.

The strategic purpose of the Northern Ireland Police College is to develop and inspire resourceful and flexible police officers and police staff who:

- Consistently demonstrate Policing with the Community behaviours

- Are accountable, keeping people safe by preventing harm, protecting the vulnerable and detecting offenders whilst upholding human rights and treating all with fairness, courtesy and respect

- Are collaborative, dynamic and responsive to the changing needs of communities in Northern Ireland

The delivery of operational policing that embeds Policing with the Community behaviours is supported through the Police College Business Plan. This Plan is two-fold; it demonstrates the continuous improvement ethos of the College and details appropriate training courses and programmes for police officers and police staff to gain the required skills, knowledge, understanding and behaviours to be able to perform their roles effectively.

These training and development services fall into four main areas:

- Mandatory refresher training for existing officers and police staff;

- Initial training for new police officers and managed service staff;

- Organisational development;

- Supporting and embedding change through leadership and management development and assisting with the introduction of new technology, processes and equipment.

The College also delivers licensed College of Policing training products in a variety of College Training areas including Investigative Training and Combined Operational Training.

MANDATORY REFRESHER TRAINING

Volume refresher training accounts for the largest proportion of training days delivered by the Police College. Combined Operation Training (COT) delivers training in firearms, public order, personal safety (PSP), driving and first aid for all officers. It also delivers specialist training for Armed Response Units (ARU), Close Protection Unit (CPU), Dog Handlers and Boats. A priority is to facilitate compliance with training standards for Firearms, First Aid and PSP.

Specialist training will continue to support officers and staff to counter the threat posed both nationally and internationally by violent extremists and organised criminals. This includes a range of mandatory refresher training for Counter Terrorist Specialist Firearms teams, Surveillance teams and Intelligence officers.

Investigative Training will provide training in support of the objectives of the Investigative Standards Committee and delivers higher level investigative skills training to selected officers in non-detective roles in line with organisational priorities. They will also deliver specialist training in conjunction with our partners to officers in specialist detective roles such as Public Protection Units.

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INITIAL TRAINING

The Police College's Foundation Training team continue to deliver the Student Officer Training Programme to new student officers and ongoing professional development for Probationary Officers. These programmes are focused on embedding our Policing with the Community approach and our organisational values as well as providing the technical training required for new police officers. The Police College continues to develop formal collaborative arrangements with academic partners to continually improve standards in policing learning and development.

The Foundation Training team also deliver initial and refresher training to Custody officers and staff.

Investigative Training will train all new to role and new to rank detectives in line with nationally licensed standards and in compliance with the Professionalising the Investigation Process (PIP).

Learning Technologies Unit (LTU) will provide training for new Call Handler and Despatcher staff for the PSNI's Call Management Centres and provide IT systems training to all Student Officers.

ORGANISATIONAL DEVELOPMENT

Learning Technologies Unit (LTU) will be supporting the roll out of the new Command and Control System and will explore the integration of further blended learning throughout College delivery.

A new electronic Firearms and Records Management (FARM) system is being introduced to support Firearms training management and assurance and this will be further developed during the year.

The college will be supporting the PSNI EU Exit plans including a significant increase in student officer numbers to meet organisational requirements.

With the closure of the Community Safety College Development Project the PSNI has established a Police College Redevelopment Project Board to progress the development of PSNI training facilities and an Integrated Project Team, under the Project Board will co-ordinate and deliver the various work-streams.

This project will provide new or refurbished college premises and infrastructure to ensure training and development facilities are fit for purpose in a modern policing environment.

LEADERSHIP AND MANAGEMENT DEVELOPMENT

The PSNI Leadership Strategy provides the framework for programmes needed to support officers and police staff across three levels in the organisation – Emerging Leaders, Established Leaders and Executive Leaders - and to further develop a coaching and mentoring culture within the PSNI. A collaborative approach will continue internally in support of the People Strategy and the Leadership Strategy to build and develop organisational capability in leadership and management. This will include role specific training to new appointees at all levels and continuous professional development for existing leaders through masterclasses and developmental workshops.

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The College is working collaboratively externally to develop a Leadership Pathway and development programmes are already progressing with The Department of Health and Social Care Leadership Centre, College of Policing and Academic Partners. Further collaboration is underway within the Cross Border Strategy for the sharing of learning, training and development between An Garda Síochána and the PSNI.

PERFORMANCE AUDIT AND ASSESSMENT OF LEARNING

The College's Performance Audit and Assessment Unit (PAA) is positioned under College Learning Support area to provide independent advice and guidance to all College training areas in the continuous development and improvement of training. PAA provides reassurance the College Senior Management Team in relation to quality assurance of all College training delivery.

PAA explore and review the many facets of training delivery from course commissioning, trainer utilisation, student/delegate attendance rates, evaluation of training and audit of compliance with quality assurance processes.

Feedback provided by PAA from audits, training evaluations and thematic reviews help the training teams identify areas for development and improvement to ensure the highest quality of learner experience is maintained.

Under the leadership of an Occupational Psychologist the Unit also designs exams and assessments for a wide variety of training including the Student Officer Training Programme. The Unit has recently assumed responsibility for the development of PSNI promotion exams and corresponding study guides for the ranks of Sergeant and Inspector. This transitioned a function to the PSNI that was previously provided by the College of Policing.

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