



POST IMPLEMENTATION REVIEW

Northern Ireland
Policing Board

PSNI - Partnerships

Final Report - March 2008

ADVISORY



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Glossary	
ACC	Assistant Chief Constable
DACT	Drug and Alcohol Coordination team
DCU	District Command Unit
DHSSPS	Department of Health Social Services and Public Safety
DOE	Department of Environment
DPP	District Policing Partnership
DRD	Department for Regional Development
F&GP	Finance and General Purposes Committee
NI	Northern Ireland
NIO	Northern Ireland Office
NIM	National Intelligence Model
NIPB	Northern Ireland Policing Board
PACT	Partners and Community Together
PIP	Performance Improvement Plan
PIR	Post Implementation Review
PSA	Partnership Self Assessment
PSNI	Police Service of Northern Ireland

1 Executive Summary

1.1 Background and Introduction

The purpose of the Best Value Review was to consider improvement initiatives, which may improve the effectiveness and efficiency of the PSNI involvement in Partnerships and to make recommendations to secure continuous improvement. Tangible benefits must be achieved from the recommendations and Performance Improvement Plans. These benefits must also achieve value for money for the organisation, having regard to a combination of economy, efficiency and effectiveness.

An initial Best Value Review Theme ‘scoping’ exercise was conducted in October 2005. An assessment was carried out on the PSNI organisational metrics to highlight areas of relative under-performance. The resultant list was forwarded to PSNI senior command for Best Value Theme consideration. The Best Value Review of Partnerships was carried out in 2006/07.

The objectives of the Best Value Review included:

- Making recommendations that may lead to more effective PSNI involvement in current partnerships
- Making recommendations that may lead to more efficient PSNI involvement in current partnerships
- Making recommendations on the design of a generic partnership model which can be used to improve the effectiveness and efficiency of future PSNI partnerships.

1.2 Review Methodology

1.2.1 Objectives

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

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

1.2.2 Approach

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

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

1.3 Progress on Recommendations

A total of 25 recommendations arose from the original Best Value Review one of which was rejected by PSNI. Of the remaining 24 recommendations 11 (46%) have been implemented, 3 (12%) have been superseded by other events and 11 (42%) have not been fully implemented. Of the 11 recommendations not implemented, we have noted that whilst these have not been fully implemented 9 of these recommendations (38%) have been progressed in part.

Category	Recommendation	Implemented	Superseded	Not fully Implemented
Engagement with statutory bodies	Action 4, Action 5, Action 6, Action 7, Action 8, Action 9, Action 10, Action 11, Action 12	8	1	0
Operational Activities	1, 2, 3, 5, 6, 7, Action 1, Action 2, Action 3	2	-	7
Training	8, 9, 10, 11	-	2	2
Information Sharing	12, 13	1	-	1
Total	24	11(46%)	3(12%)	10(42%)

1.4 Summary

1.4.1 Summary of benefits obtained

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

- Development of a draft policy directive which aims to tackle a number of the issues contained within the Best Value Review of Partnerships. This policy will enable a clear vision for partnership working and support. Currently there are six recommendations which are not fully implemented which will become implemented upon the finalisation of the Draft Policy. This policy will enable the PSNI to set targets and action plans for partnerships, to evaluate the outcomes of these partnerships.

- Since the time of the Best Value Review, education is now provided through the Community Safety Branch. This has helped to streamline the approach taken to drugs and alcohol training, and to centralise the promotion of this.
- A tri-partite agreement is in place between the PSNI, the NI Housing Executive and the Local Councils. This agreement facilitates the exchanging of information on good practice around Anti Social Behavioural issues.

1.4.2 Cost of benefits obtained

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

The implementation of the recommendations provided in the Best Value Review have produced a range of benefits in terms of the efficiency, economy, effectiveness and overall value for money provided by Partnerships. While some of the recommendations have yet to be implemented, the impact of those which have been introduced is evident. Improved information sharing, training, and operational activities have been noted as a result of the draft policy directive.

1.4.3 Impact of Non Implemented Recommendations

Of the 10 recommendations not implemented we have noted that whilst these have not all been fully implemented, progress has taken place in respect of 9 of these recommendations.

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

- The Draft Partnership Policy has not yet been finalised, however it will deal with a number of the recommendations from the Best Value Review of Partnerships. Until then, there is no formal directive on the use of Partnership Self Assessment tools, The establishment of these could accrue benefits including ensuring evaluation and governance for all partnerships, and enabling more informed decisions to be made about remaining in partnerships and supporting initiatives.

1.4.4 Overall Impact of Best Value Review

Overall as a result of the Best Value Review, there are a number of areas within which clear evidence of improvements and increased efficiencies can be seen. These include:

- The drafting of the Partnership Policy Directive, which amongst other benefits will enable the PSNI to set targets and action plans for partnerships, to evaluate the outcomes of these partnerships; and
- Sharing of information between the PSNI, NI Housing Executive, and the Local councils with regard to sharing of best practice.

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

1.5 Acknowledgement

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

2 Background and Introduction

2.1 Purpose

The purpose of the Best Value Review was to provide stakeholders with a clear view of the area reviewed and the issues uncovered during research. Additionally, the report outlined a series of improvement initiatives, to improve the effectiveness and efficiency of PSNI involvement in Partnerships. The outcome of these improvements will ultimately determine the direction for Police involvement in Partnership working the future.

This PIR will assess the progress made since the Best Value Review was carried out. There are three purposes of this PIR:

- To ascertain the degree of success from the original review, in particular the extent to which it met its objectives, delivered planned levels of benefit and addressed the specific requirements as originally defined
- To examine the efficiency of the benefits obtained and to see if further improvements can be made to optimise the benefits delivered
- To continue to improve processes from past experiences.

During the time of this review, evidence was gathered from October 2007 to March 2008 on the progress which had been made against the recommendations of the Best Value Review. This was done through interviews with key stakeholders, communication with PSNI Officials and desktop research.

2.2 Introduction

An initial Best Value Review Theme “scoping” exercise was conducted in October 2005 (to decide the Best Value theme for Financial Year 2006/07). An assessment was carried out on the PSNI organisational metrics to highlight areas of relative under-performance. The resultant list was forwarded to PSNI senior command for Best Value Review Theme consideration.

The following five themes were selected by PSNI Senior Command for subsequent analysis and ranking:

- Partnerships
- Custody Provision
- Victim Support
- Outsourcing
- Interpreting Services.

A full Hertfordshire matrix scoring was conducted on these themes, with Partnerships scoring highest on the Hertfordshire Scale.

The theme of Partnerships was formally agreed with the Northern Ireland Policing Board in February 2006 via the Finance and General Purposes Committee (F&GP). This satisfies Part V of the Police (Northern Ireland) Act 2000 that states:

“The Board shall make arrangements to secure continuous improvement in the way it functions, and those of the chief constable, are exercised, having regards to a combination of economy, efficiency and effectiveness”.

2.3 Best Value Objectives

Following the submission and acceptance of the project Terms of Reference by the Policing Board, the following project objectives were agreed with the project board:

- To make recommendations that may lead to more effective PSNI involvement in current partnerships
- To make recommendations that may lead to more efficient PSNI involvement in current partnerships
- To make recommendations on the design of a generic partnership model which can be used to improve the effectiveness and efficiency of future PSNI partnerships.

3 Review Methodology

3.1 Post Implementation Review Objectives

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

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

3.2 Approach

Using the agreed Performance Improvement Plan from the Best Value Review, we will:

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

After analysing the information and consulting with stakeholders, we will then highlight any clear improvements that have been achieved since the Best Value Review was carried out and whether any corrective action needs to be taken in order to realise the benefits identified.

We will also assess whether the changes that have occurred have been controlled in a systematic manner to ensure that Partnerships within the PSNI attains the full benefit of the Performance Improvement Plan recommendations.

4 Progress on Performance Improvement Plan

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

Best Value Review of Partnerships 2006/2007

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
Action 1	Succession planning should be included in the partnership strategy (at least for representatives in strategic partnerships).	Accepted.	Succession planning is referred to in the Draft Policy Directive as a requirement highlighted under Participation in Partnership. The draft policy is currently out for consultation. ACC Criminal Justice Department (ACC Harris)	●
Action 2	The PSNI to include co-location, secondments and joint training as possible Trust Building mechanisms for strategic partnerships in the Partnership Strategy and Policy (subject to risk assessment).	Accepted.	PSNI officials have informed us that this is still under consideration. There are a number of recommendations contained within the framework for Neighbourhood Policing, such as training which will be dealt with within this project. A further project is being run by the Board namely, Policing within a Diverse and Changing Community which will assist the realisation of this action point. ACC Criminal Justice Department (ACC Harris)	●



Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
Action 3	Drugs Squad should review the need for the post of Drugs Squad Education officer.	Accepted.	A review of the Drugs Squad Education Officer was carried out in February 2007. This review recommended that the post should be realigned to the Criminal Justice Branch, and that the Role, or Job Description of the officer should be reviewed. ACC Criminal Justice Department (ACC Harris)	●●●
Action 4	The PSNI to engage with the Department of Health, Social Services and Public Safety NI to look at the possibility of ending short term funding for DACT projects, in favour of an "Evaluation based" continuation of funding approach (i.e. as long as a given partnership is meeting its objectives and remains strategically important, it may continue to receive funding in its current format without having to close down and re-open in order to re-tender).	Accepted.	The PSNI have engaged with the DHSSPS on this matter in March 2007 to encourage communication on the recommendation. Engagement was made by letter. ACC Operational Support (ACC Toner)	●●●
Action 5	The PSNI to engage with the Department of Health, Social Services and Public Safety NI to enable DACTs to select the most appropriate funding method for each project e.g. monthly allocation, 40%/40%/20%.	Accepted.	The PSNI have engaged with the DHSSPS on this matter in March 2007 to encourage communication on the recommendation. Engagement was made by letter. ACC Operational Support (ACC Toner)	●●●
Action 6	The PSNI to engage with the Department of Health, Social Services and Public Safety NI to develop and agree a Code of Conduct to outline protocols for those partners attending DACT meetings. To be developed along the lines of the draft version currently being worked on by the eastern DACT.	Accepted.	The PSNI have engaged with the DHSSPS on this matter in March 2007 to encourage communication on the recommendation. Engagement was made by letter. ACC Operational Support (ACC Toner)	●●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
Action 7	PSNI to engage with NIPB to consider branding for community engagement partnerships carrying out similar functions in DCU's e.g. DPP, Community Police Liaison Committees, Community Beat Forums, Residents Groups etc.	Accepted.	<p>Consultation has been carried out on Partners and Community Together (PACT). This is going to fall into neighbourhood policing programme. A paper is in draft form on this recommendation.</p> <p>ACC Criminal Justice Department (ACC Harris)</p>	●●
Action 8	PSNI to engage with the DOE /DRD to address their attendance at local road safety committees. Also to increase awareness of local road safety issues and achievements by way of a targeted marketing campaign. The possibility of incentives may also be explored. The aim of these initiatives is to generate awareness of Road Safety issues and build capacity in the community by getting them involved in partnership working e.g. through joining Road Safety Committees.	Accepted.	<p>The PSNI have engaged with the DRD Roads Service on this matter in March 2007 to address their attendance at local road safety committees. Engagement was made by letter.</p> <p>ACC Operational Support (ACC Toner)</p>	●●●
Action 9	The PSNI to engage with the DOE to consider setting targets for local voluntary Road Safety committees. These targets should not weigh down committees with regional targets over which they would have little control. Targets should be set around highlighting road safety problems and raising local awareness on road safety issues.	Accepted.	<p>The PSNI have engaged with the DOE on this matter in a letter in April 2007.</p> <p>ACC Operational Support (ACC Toner)</p>	●●●
Action 10	The PSNI to engage with the DOE to consider the option of more flexible budgets for local Road Safety Committees to give them the means to respond to changing circumstances and run short notice events.	Accepted.	<p>The PSNI have engaged with the DOE on this matter in a letter in April 2007.</p> <p>ACC Operational Support (ACC Toner)</p>	●●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
Action 11	The PSNI to engage with the DOE to put a mechanism in place to ensure all projects that receive funding are supportive of the priority Road Safety objectives, etc.	Accepted.	The PSNI have engaged with the DOE on this matter in a letter in April 2007. ACC Operational Support (ACC Toner)	●●●
Action 12	PSNI to engage with the NIPB, NIO and other partners to widen the remit (aims & objectives) of Neighbourhood Watch Schemes to better reflect local community safety issues. Consideration should be given to an annual conference to facilitate the sharing of best practice (NIPB to take the lead for the annual conference).	Accepted.	PSNI officials have informed us that engagement has taken place between the PSNI, NIPB and NIO in this respect. However, as the Neighbourhood Watch Schemes sit outside of PSNI, it is not possible for the PSNI to be directly responsible for widening the remit of the schemes. ACC Criminal Justice Department (ACC Harris)	●●●
1	Deputy Chief Constable to remain as the strategic lead for Working in Partnership but PSNI to appoint a Senior Officer (C/Superintendent or equivalent) to provide the operational lead and single point of contact for Partnership Strategy and Policy implementation. This should include systems for: - Engaging in the Community Planning process; - Partnership Risk management (in line with current policy); - Partnership Performance management; and - Partnership Financial management - Training.	Accepted.	ACC Criminal Justice will assume the strategic lead in this and will be supported by the Chief Superintendent Criminal Justice as the Operational lead. The remainder of the recommendation will be covered off in the Draft Policy Directive. The training aspect is subject to further consideration particularly its linkage to Neighbourhood Officer training. ACC Criminal Justice Department (ACC Harris)	●
2	Where appropriate partnership working should form part of the role profiles for PSNI officers and support staff and be included in their Annual Performance Review/Staff Appraisal.	Accepted.	PSNI Officials have informed us that this will be done where partnership working forms a key part of the role of the officer. Director of Human Resources (Mr Joe Stewart)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
3	The PSNI to provide a clear vision for partnership working and support this with concise versions of the following: - Partnership Strategy (integral to the Policing with the Community Strategy); -Partnership Policy; -Definition of partnership; -Partnership models; and - Alternatives to partnership.	Accepted.	These matters are identified in the Draft Policy Directive. A new definition of partnership is included and subject to consultation together with the other elements. The Draft Policy is at consultation stage. ACC Criminal Justice Department (ACC Harris)	●
4	The PSNI should provide a generic, user friendly, Partnership Self Assessment (PSA) tool, accessible via PoliceNet, for partnerships with which the PSNI is involved. The PSA is intended to provide information to decide on commitment of resources, continuance, exit, etc in respect of a given partnership. This assessment should consist of 2 Sections: - Section 1:-Good Practice Assessment*; and - Section 2:-Training Resources and templates*.	Rejected	Within the Draft Policy Directive, checklists have been provided to evaluate partnerships. The compulsory use was rejected, with voluntary use being accepted. The Draft Policy is at consultation stage. ACC Criminal Justice Department (ACC Harris)	
5	The PSNI to establish and introduce a performance management and service delivery system for all partnerships. This should include: 1. Setting targets/performance indicators, review mechanisms and associated action plans; 2. Evaluation that is outcomes/impact based; and 3. The use of "jargon-free" NIM as the basis for the system (it is acknowledged that some information used in NIM will not be suitable for disclosing to partners).	Accepted.	These issues are covered off in the Draft Policy Directive. The Draft Policy is at consultation stage. ACC Criminal Justice Department (ACC Harris)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
6	The PSNI to “future proof” the strategy, policy, structures and processes for all PSNI partnership working to ensure they are compatible with the proposed Community Planning Legislation for NI, planned for 2009.	Accepted.	<p>PSNI Officials have informed us that the Draft Policy Directive attempts to future proof the policy. However, PSNI Officials have informed us that this is difficult as the proposed legislation is not at hand.</p> <p>The Draft Policy is at consultation stage.</p> <p>ACC Criminal Justice Department (ACC Harris)</p>	●
7	Police input to DACT’s should be more specific and timely. Local DCU representatives should therefore attend DACT meetings to address local issues and provide any trends, statistics, etc. provided by Drugs Squad at present. Drugs Squad officers should attend only as required by DCU Commanders.	Accepted.	<p>PSNI Officials have informed us that this was implemented by DCU Commanders in July 2007 following email directive.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●●●
8	The provision of all training in the misuse of Alcohol and Drugs should be promoted by one branch e.g. Community Safety. The following issues should be included: - Training in the misuse of Alcohol and Drugs should be included in DACT objectives, linked to Tier 1 services. There should be a formal evaluation of all such training using outcomes/impact assessments. Consider including an Alcohol and Drugs misuse “Road-show” as part of the training program.	Accepted.	<p>PSNI Officials have informed us that all education is now promoted under one branch through Community Safety with the Drugs Training Officer now becoming part of the Community Safety Branch. Community Safety Branch cannot determine what is included in DACT objectives.</p> <p>The other elements of this recommendation continue to be worked upon and are not yet ready for discharge.</p> <p>ACC Criminal Justice Department (ACC Harris)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
9	ACC Criminal Justice should advise Regional ACCs as to the output results of the "misuse of alcohol and drugs" training to ensure uniformity of delivery (supporting the PSNI Policing with Children and Young People Strategy).	Accepted.	<p>PSNI Officials have informed us that all details of CASE subjects, including drugs education delivered to schools are held at CSB. However, the delivery of CASE lessons is on the basis of identified need within DCU level. This has had the effect that the frequency of lessons is not driven from the centre unless part of a national strategy e.g. knife crime. Education is therefore focused in the areas where it is needed rather than being set centrally. The NIM process and analysis within the DCU helps to determine where the need is greatest.</p> <p>ACC Criminal Justice Department (ACC Harris)</p>	●●
10	PSNI should initiate negotiation to transfer the lead in training, currently undertaken by Drugs Squad, to the Health Service within a 3-year timeframe.	Accepted.	<p>PSNI officials have informed us that the post of Education Officer has now been moved from the Drugs Squad to Community Safety. Training continues to be undertaken through this branch.</p> <p>ACC Criminal Justice Department (ACC Harris)</p>	●●
11	The Northern Ireland Policing Board and the PSNI to engage in relation to joint training programs for DCU Commanders and DPPs. The Policing Board to take lead responsibility.	Accepted.	<p>We could not obtain information on this recommendation.</p> <p>ACC Criminal Justice Department (ACC Harris)</p>	●
12	PSNI to share good practice on Anti Social Behaviour issues with the Northern Ireland Housing Executive and Local Councils in lieu of more formal legislative arrangements.	Accepted.	<p>PSNI officials have informed us that there is a tri partite agreement in place between the NI Housing Executive and the Local councils to facilitate the sharing of this information. To date 11 local councils have availed of this information.</p> <p>ACC Criminal Justice Department (ACC Harris)</p>	●●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
13	The PSNI to establish and maintain an electronic Partnership Database. This should provide a strategic level schematic diagram and list all partnerships by; - Type e.g. Road Safety, - Level e.g. Local Managerial, DCU/Dept.	Accepted.	<p>PSNI officials have informed us that no such database currently exists.</p> <p>The Draft Policy does require Community Safety Superintendents to maintain a database of all partnerships in their area.</p> <p>ACC Criminal Justice Department (ACC Harris)</p>	●

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

5 Summary

5.1 Summary of benefits obtained

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

Engagement with statutory partners

- This is an area which has proved to be challenging to the PSNI. Whilst attempts have been made to formalise linkages with statutory partners this has been a difficult task for the PSNI due to the reluctance of partners to formalise these links, for example PSNI engaged with the Roads Service regarding increasing their attendance at Road Safety Committees. The Roads Service stated that they would not increase their attendance as the Road Safety Committees do not deal with their core business activities.

Operational Activities

- As a result of the Best Value Review of Partnerships and the recommendations arising from them, PSNI has developed a draft policy directive which aims to tackle a number of the issues contained within the Best Value Review of Partnerships. This policy will enable a clear vision for partnership working and support. Currently there are six recommendations which are not fully implemented which will become implemented upon the finalisation of the Draft Policy.
- This policy will enable the PSNI to set targets and action plans for partnerships, to evaluate the outcomes of these partnerships.

Training

- Since the time of the Best Value Review, education on drugs and alcohol misuse is now provided through the Community Safety Branch. This has helped to streamline the approach taken to training, and to centralise the promotion of this.

Information Sharing

- A tri-partite agreement is in place between the PSNI, the NI Housing Executive and the Local Councils. This agreement facilitates the exchanging of information on good practice around Anti Social Behavioural issues. To date the PSNI, Housing Executive, and 11 Local Councils have participated in this. The information is available to the other Councils should they wish to use it.

5.2 Cost of benefits obtained

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

The implementation of the recommendations provided in the Best Value Review have produced a range of benefits in terms of the efficiency, economy, effectiveness and overall value for money provided by Partnerships. While some of the recommendations have yet to be implemented, the impact of those which have been introduced is evident. Improved information sharing, training, and operational activities have been noted as a result of the draft policy directive.

5.3 Impact of Non Implemented Recommendations

Of the 10 recommendations not implemented we have noted that whilst these have not all been fully implemented, progress has taken place in respect of 9 of these recommendations.

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

Operational Activities

- The Draft Policy will cover off a performance management and service delivery system for partnership working, as a result of the Policy still being at Draft Stage these benefits have not been achieved.
- The Draft Partnership Policy has not yet been finalised, however it will deal with a number of the recommendations from the Best Value Review of Partnerships. Until then, there is no formal directive on the use of Partnership Self Assessment tools, The establishment of these could accrue benefits including ensuring evaluation and governance for all partnerships, and enabling more informed decisions to be made about remaining in partnerships and supporting initiatives.

Engagement with statutory partners

- It was proposed that there should be development of an electronic partnership database. We have been informed that this does not exist. The PSNI has lost out on the expected benefits of having ready access to details of all partnerships within the PSNI, and having a database which would enable easy assessment and comparison of effectiveness and efficiency of partnership working.

Training

- There is no specific reference to partnership working within the role profiles of PSNI officers, as a result there may be a risk in that assessments may require PSNI officers and support staff to be trained or moved into partnership working.

5.4 Overall Impact of Best Value Review

Overall as a result of the Best Value Review, there are a number of areas within which clear evidence of improvements and increased efficiencies can be seen. These include:

- The drafting of the Partnership Policy Directive, which amongst other benefits will enable the PSNI to set targets and action plans for partnerships, to evaluate the outcomes of these partnerships; and
- Sharing of information between the PSNI, NI Housing Executive, and the Local councils with regard to sharing of best practice.

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