

OBJECTIVE 1: POLICE PERFORMANCE

To enhance and strengthen the Board's oversight role in order to achieve continuous improvement in police performance and service delivery

Performance Indicator	Target	Responsible Director	Accountable Committee
1.1 Holding the Chief Constable to account for the exercise of his functions and those of his staff.	1.1.1 To hold at least 8 NIPB meetings in private during 2010/11, for the purpose of receiving a report from the Chief Constable.	S Hagen	Board
	1.1.2 To arrange regular Committee meetings at which the Chief Constable and his senior team report and are held to account and to publish minutes of such meetings within agreed timescales.	S Hagen	All
1.2 Monitoring the performance of the police in carrying out the general duty under Section 32 of the Police (Northern Ireland) Act 2000.	1.2.1 To monitor performance against targets in Part 2 of the 2010-2013 Policing Plan through reports provided to the Board.	D Wilson	Board
1.3 Monitoring the performance of the police in complying with the Human Rights Act 1998.	1.3.1 To develop and publish the 2010 Human Rights Annual Report by 31 December 2010 and publish 2 additional thematic reports by 31 March 2011.	P Gilleece	Human Rights & Professional Standards
	1.3.2 To monitor the PSNI compliance with the Human Rights Act 1998 including the implementation of recommendations in the Human Rights Annual Report and thematic reports within the agreed timescale.	P Gilleece	Human Rights & Professional Standards
	1.3.3 To monitor and report on critical incidents and provide legal advice as required.	P Gilleece	Human Rights & Professional Standards
	1.3.4 To monitor the arrangements between the PSNI and the Security Services as set out in Annex E of the Northern Ireland (St Andrews Agreement) Act 2006 and publish interim reports in the Human Rights Annual Report 2010.	P Gilleece	Human Rights & Professional Standards

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Performance Indicator	Target	Responsible Director	Accountable Committee
	1.3.5 To monitor other reports produced by the Police Ombudsman (For example: Operation Ballast) and publish interim reports in the Human Rights Annual Report 2010.	P Gilleece	Human Rights & Professional Standards
	1.3.6 To respond to emerging policy issues, advising the Chair/Vice-Chair accordingly through briefing papers and meetings.	P Gilleece	Board/Corporate Policy, Planning & Performance
	1.3.7 To develop a Programme of Work to be used as the basis for engagement with human rights stakeholders by 31 March 2011.	P Gilleece	Human Rights & Professional Standards
	1.3.8 To engage with stakeholders and develop a Board position on wider policy issues and to brief Members as required.	P Gilleece	Human Rights & Professional Standards
1.4 Monitoring the Code of Ethics issued under Section 52 of the Police (Northern Ireland) Act 2000.	1.4.1 To monitor the PSNI compliance with the Code of Ethics with input from the Board's Human Rights Advisor, and publish in the Human Rights Annual Report.	P Gilleece	Human Rights & Professional Standards
	1.4.2 Issue the Code of Ethics under Section 52 Police (Northern Ireland) Act 2000, as required.	P Gilleece	Human Rights & Professional Standards
	1.4.3 To monitor legislative changes in policing for relevance to the Code of Ethics and consider amendments to the Code annually.	P Gilleece	Human Rights & Professional Standards
	1.4.4 To meet every six months with the Deputy Chief Constable and the Police Ombudsman to keep informed about claims against the police, suspended officers and the outcome of disciplinary procedures.	P Gilleece	Human Rights & Professional Standards
	1.4.5 To represent the Board on the Taylor reforms steering group and report to the Human Rights & Professional Standards Committee as required.	P Gilleece	Human Rights & Professional Standards

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Performance Indicator	Target	Responsible Director	Accountable Committee
1.5 Setting objectives and targets for policing and publishing these in an Annual Policing Plan.	1.5.1 To agree objectives, performance indicators and targets for policing and publish the 2011-2014 Policing Plan by 31 March 2011.	D Wilson	Corporate Policy, Planning & Performance
1.6 Monitoring the performance of the police in delivering the Annual Policing Plan.	1.6.1 To monitor performance against targets in Part 2 of the 2010-2013 Policing Plan quarterly at the public sessions of Board meetings.	D Wilson	Board
	1.6.2 To monitor performance against targets in Part 3 of the 2010-2013 Policing Plan as outlined in the monitoring framework (see also 1.8).	All	All
1.7 Securing continuous improvement in the delivery of services by the PSNI.	1.7.1 To develop and publish the agreed approach to Continuous Improvement in PSNI for 2011/12 by 31 March 2011.	D Wilson	Resources & Improvement
	1.7.2 To ensure delivery of the 2010 / 2011 PSNI Continuous Improvement Strategy and review progress every 6 months.	D Wilson	Resources & Improvement
	1.7.3 To carry out the agreed post implementation review programme to assess the implementation of recommendations contained in PSNI Best Value Reviews.	D Wilson	Resources & Improvement
1.8 Monitoring the development and implementation of key policing strategies.	1.8.1 To monitor the implementation of the PSNI Connect Strategy every 6 months.	D Wilson	Resources & Improvement
	1.8.2 To monitor the implementation of the PSNI Estate Strategy every 6 months.	D Wilson	Resources & Improvement
	1.8.3 To monitor the implementation of the PSNI People Strategy every 6 months.	D Donnelly	Human Resources
	1.8.4 To monitor the implementation of the PSNI Training and Development Strategy every 6 months.	D Donnelly	Human Resources
	1.8.5 To monitor the implementation of the PSNI Policing Shared Future Strategy (Including the Gender Action Plan) every 6 months.	D Donnelly	Human Resources

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Performance Indicator	Target	Responsible Director	Accountable Committee
	1.8.6 To implement the framework for the monitoring of the PSNI Human Resources function by 31 March 2011.	D Donnelly	Human Resources
	1.8.7 To monitor the implementation of the PSNI Policing with the Community Strategy, including Neighbourhood Policing and PSNI Community Engagement, every 3 months.	D Donnelly	Community Engagement
	1.8.8 To monitor the PSNI Financial Strategy through examination of monthly management accounts and other relevant reports to committee.	S Hagen	Resources & Improvement
	1.8.9 To monitor the implementation of PSNI communications strategy every 6 months.	D Donnelly	Corporate Policy, Planning & Performance
1.9 Keeping informed as to trends and patterns in the number and types of crime committed in Northern Ireland.	1.9.1 To keep informed about crime trends and patterns through monthly briefs and quarterly presentations at the public session of Board meetings.	D Wilson	Board
1.10 Keeping informed as to trends and patterns in police complaints.	1.10.1 To keep informed about complaints against the police every 6 months, receiving statistics every six months from OPONI and PSD and bi-annual formal reporting by OPONI and the Deputy Chief Constable to Committee.	P Gilleece	Human Rights & Professional Standards
	1.10.2 To represent the Board on the PSNI Regulation 20 Review Panel and report to the Committee as required.	P Gilleece	Human Rights & Professional Standards

OBJECTIVE 2: COMMUNITY ENGAGEMENT & CONFIDENCE

To increase community support and confidence in policing and to increase the responsiveness of the police

Performance Indicator	Target	Responsible Director	Accountable Committee
2.1 Developing and delivering a strategy for gaining the co-operation of the public with the police in preventing crime.	2.1.1 To monitor the effectiveness of the Board's Community Engagement Strategy on a six monthly basis.	D Jackson	Community Engagement
2.2 Supporting a DPP in each District Council area & assessing their effectiveness in performing their functions.	2.2.1 To maintain and support DPPs in carrying out their statutory functions through agreed programmes of work and in line with agreed timescales.	All	Community Engagement
	2.2.2 To assess and report on the effectiveness of DPPs every 6 months.	D Donnelly	Community Engagement
	2.2.3 To represent the Board on the Local Partnership Working Group and report to the CEC after each meeting.		
	2.2.4 Develop a business case for DPP Reconstitution by September 2010.		
2.3 Ensuring the development and implementation of a Communications Strategy which will enhance the understanding of the public and inform them of the Board's work.	2.3.1 To develop and deliver a programme of work in support of the agreed communications strategy including advertising, events management, production of publications and media and public relations by 31 March 2011.	D Donnelly	Corporate Policy Planning & Performance
2.4 Monitoring the effectiveness of the NIPB communication strategy.	2.4.1 To monitor the delivery of the Board's communications strategy every 6 months.	D Donnelly	Corporate Policy Planning & Performance
2.5 Assessing the level of public awareness and satisfaction with the performance of the police, Policing Board and DPPs.	2.5.1 To commission and publish at least 2 public surveys per annum and publish the results of all public surveys and research within 2 months of receiving data.	D Wilson	Corporate Policy, Planning & Performance

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Performance Indicator	Target	Responsible Director	Accountable Committee
2.6 Holding meetings in public each year to receive reports on policing from the Chief Constable.	2.6.1 To hold at least 8 Board meetings in public during 2010/2011, for the purpose of receiving a report from the Chief Constable.	S Hagen	Board
	2.6.2 To hold at least two public meetings per year for the purpose of the Policing Board engaging with the public.	D Jackson	Community Engagement
2.7 Maintaining community oversight of police custody and recruitment arrangements through the Independent Custody Visiting Scheme and the Independent Community Observer Scheme.	2.7.1 To deliver all aspects of the operation of the schemes and report quarterly on Custody Visitors and bi-annually on Community Observers.	D Wilson	Human Rights & Professional Standards / Human Resources
2.8 Considering external inspection reports on the PSNI.	2.8.1 To refer to committee and monitor PSNI implementation of recommendations from external inspection reports:	All	All
	CJINI HMIC	(D Wilson to co-ordinate) (P Gilleece to co-ordinate)	
2.9 Monitoring the Implementation of the outstanding Patten Recommendations.	2.9.1 To publish a final report on the outstanding Patten recommendations by 30 June 2010.	P Gilleece	Corporate Policy, Planning & Performance

OBJECTIVE 3: SERVICE DELIVERY**To ensure the most effective and efficient delivery of services and functions by the Board**

Performance Indicator	Target	Responsible Director	Accountable Committee
3.1 Reviewing and approving financial estimates and budgets for the police and holding the police to account for their spending.	3.1.1 To review and approve the PSNI's financial estimate for the 2011/2012 financial year by 31 December 2010.	S Hagen	Resources & Improvement
	3.1.2 To scrutinise the PSNI's 2009/10 Annual financial expenditure against budget by 31 July 2010.	S Hagen	Resources & Improvement
3.2 Securing adequate resources for the police and the Board; scrutinising expenditure and ensuring that the police operate within the financial approvals and baselines set by the NIO.	3.2.1 Secure adequate resources throughout the year by negotiating budget changes with NIO, through the budget process and In Year Monitoring Rounds.	S Hagen	Resources & Improvement
	3.2.2 Review the PSNI's monthly Management Accounts and report results.	S Hagen	Resources & Improvement
	3.2.3 Prepare monthly Management Accounts for the Board expenditure and monitor financial results against target.	S Hagen	Resources & Improvement
3.3 Appointing, dismissing and dealing with complaints against senior police officers / senior police staff.	3.3.1 To appoint senior police officers within 5 months of being made aware of the vacancy.	S Hagen	Corporate Policy, Planning & Performance
	3.3.2 To refer all complaints and recommendations for dismissal of senior PSNI officers to committee within 1 month of receipt.	S Hagen	Corporate Policy, Planning & Performance
3.4 Securing continuous improvement in the delivery of services by the Board.	3.4.1 To agree and publish the agreed approach to Continuous Improvement in the Board for 2011/2012 by 31 March 2011.	D Wilson	Resources & Improvement

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Performance Indicator	Target	Responsible Director	Accountable Committee
	3.4.2 To ensure delivery of the 2009 / 2010 Policing Board Continuous Improvement programme, reporting to committee every 6 months.	D Wilson	Resources & Improvement
	3.4.3 To carry out the agreed post implementation review programme to assess the implementation of recommendations contained in Board Best Value Reviews.	D Wilson	Resources & Improvement
	3.4.4 To carry out a follow-up review of the Human Rights & Professional Standards Committee's effectiveness by 31 March 2011.	P Gilleece	Human Rights & Professional Standards
3.5 Ensuring the discharge of the Board's responsibilities as owner of the police estate.	3.5.1 To discharge the Board's legal responsibilities as owner of the police estate within four weeks of receiving requests.	D Wilson	Resources & Improvement
3.6 Administering injury on duty and medical retirement pension applications from serving and ex police officers.	3.6.1 To manage the Board's contract for medical assessments through monthly meetings with the selected medical practitioner and regular reports to the Human Resources Committee.	S Hagen	Human Resources
	3.6.2 To process the applications for pension dependent awards in accordance with the relevant legislation and to refer medical pension and injury on duty decisions made by the SMP, which have been appealed to NIO.	S Hagen	Human Resources
3.7 Performing pension administrator duties in respect of the Police Officer Pension Scheme.	3.7.1 To perform the Board's role as pension administrator for the Police Officers' Pension Scheme in line with relevant legislation and statutory body notifications.	S Hagen	Resources & Improvement

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Performance Indicator	Target	Responsible Director	Accountable Committee
3.8 Developing and integrating effective Corporate Governance and Risk Management procedures into the functions of the Board covering objectives 1, 2 and 3.	3.8.1 To keep under review and update where necessary corporate governance and risk management procedures in line with Internal Audit Report recommendations reporting quarterly to the Committee.	D Wilson	Audit and Risk Management
	3.8.2 To monitor the delivery of the Corporate Business Plan 2010/2011, reporting to committee 6 monthly.	D Wilson	Corporate Policy, Planning & Performance
	3.8.3 To develop and publish the 2011-2012 Corporate Business Plan by 31 March 2011.	All (D Wilson to co-ordinate)	Corporate Policy, Planning & Performance
	3.8.4 To develop and publish the 2011-2014 NIPB Corporate Plan by 31 March 2011.	All (D Wilson to co-ordinate)	Corporate Policy, Planning & Performance
3.9 Fully meeting the Board's statutory obligations as a public body and employer.	3.9.1 To publish an Annual Report by 30 September 2010.	D Donnelly	Corporate Policy, Planning & Performance
	3.9.2 To prepare the Policing Board Annual Financial Statements and Remuneration Report to be included in the Annual Report and Accounts and in compliance with IFRS. To be produced in line with the NIO timetable to have the Report and Accounts laid before Parliament before the Parliamentary summer recess.	S Hagen	Resources & Improvement
	3.9.3 Ensure the PSNI has adequate funds to pay staff and suppliers by organising the transfer of funds from NIO. All PSNI requests for cash to be processed within two days of the request being received by the Board.	S Hagen	Resources & Improvement

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Performance Indicator	Target	Responsible Director	Accountable Committee
	3.9.4 To process all requests for Information under the Freedom of Information Act, Environmental Information Regulations, and the Data Protection Act within the set time limits, and produce the NIPB Equality Annual Progress Report in line with the target date set by the Equality Commission.	S Hagen	Corporate Policy, Planning & Performance
	3.9.5 To undertake the necessary actions towards the maintenance of IIP following the IIP Assessment in 2009/10.	SMT	Corporate Policy, Planning & Performance
	3.9.6 To provide the Board on an ongoing basis with a Human Resources service which is compliant with legislation, good practice and within agreed timeframes.	S Hagen	Corporate Policy, Planning & Performance
	3.9.7 To implement the outstanding Releases for HR Connect in a reasonable time following their release from HR Connect.	S Hagen	Corporate Policy, Planning & Performance
	3.9.8 Corporate, team and individual development including Board Members to be completed in line with the Board's priorities and budgets by 31 March 2011.	S Hagen	Corporate Policy, Planning & Performance
	3.9.9 Undertake the Board's statutory responsibilities in relation to Police Officers' Pay, conditions of service and pensions, through attendance at and contributions to the Police Negotiating Board.	S Hagen	Human Resources
	3.9.10 To make arrangements for police appeals against conduct hearing sanctions to be processed in accordance with most recent regulations, including legislative timescales.	S Hagen	Corporate Policy, Planning & Performance

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Performance Indicator	Target	Responsible Director	Accountable Committee
	3.9.11 To maintain a Register of Interests of Board Members and to update the register on a 6 monthly basis.	S Hagen	Corporate Policy, Planning & Performance
	3.9.12 To advise and guide the Human Rights & Professional Standards Committee in dealing with complaints against the Board within 4 weeks of receipt.	P Gilleece	Human Rights & Professional Standards /Corporate Policy, Planning and Performance