

The Northern Ireland Policing Board
and the Police Service of Northern Ireland

Policing Plan 2011 - 2014



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Foreword by the Acting Chairman of the Northern Ireland Policing Board - Brian Rea MBE JP



FOREWORD TO THE 2011-2014 NORTHERN IRELAND POLICING PLAN

I am pleased to present the 2011-2014 Policing Plan which sets out the annual and longer term priorities for policing.

This Plan is focused on improving key areas of policing business, including crime reduction and an increase in detection rates for crime, and reflects issues that the community have told us they are concerned about. These include Burglary, Antisocial Behaviour and Neighbourhood Policing.

In setting the targets for the 2011-2014 Policing Plan, the Northern Ireland Policing Board (the Board) has also considered trends in previous performance of the Police Service of Northern Ireland (the Police Service) in each of the key areas of policing business. By so doing the Board has set realistic yet stretching targets which will ensure continuous improvement of the Police Service and enable the Board to robustly hold the Chief Constable to account at its public meetings of the Board and throughout the year.

Policing is an essential public service and the community rightly expects high standards in service delivery. The year ahead will bring significant challenges for policing in Northern Ireland and the current economic situation undoubtedly will impact on all public services and resource priorities. The Board acknowledges the increased pressure that this will place on the Police Service budgets and the additional challenges this will present in seeking to improve performance against this backdrop. The Board will continue to strive to ensure that the Police Service has the necessary resources to provide a professional policing service to everyone in Northern Ireland and ensure that the front line policing service, which is so important to the public, is in no way diminished.

We also continue to be mindful of the environment in which the Police Service operates and the threat that exists. However, the activities and actions of these minority groups have simply deepened the resolve and commitment of both the Board and the Police Service to ensure the delivery of effective, efficient and impartial policing to all parts of the community in Northern Ireland.

Local people are an integral part of the policing structures in Northern Ireland through the District Policing Partnerships (DPPs) and their contribution to the

Policing Plan. During 2011/12, DPPs and Community Safety Partnerships will be replaced by Policing and Community Safety Partnerships (PCSPs). These new bodies will continue to be invaluable in the process of setting local policing priorities and in addressing the issues that concern the community. Whilst we look forward to the benefits the new Partnerships will deliver, I would wish to acknowledge the significant contribution that DPPs have made to policing and increasing community engagement in policing in Northern Ireland.

Policing with the Community is essential to police service delivery and both the Board and the Police Service have worked hard to develop the Policing with the Community 2020 strategy which ensures that local people and effective partnership working continue to be at the core of policing in Northern Ireland

The Chief Constable has set out a clear commitment to the delivery of a personal, professional and protective policing service for all the people of Northern Ireland. As a Board we support this and we believe that service wide delivery of these standards will further build confidence in policing throughout the entire community.

For the coming year the Board will oversee, scrutinise and report on performance across all aspects of this Plan; ensuring the delivery of the best possible policing service for the community being served.

Foreword by the Chief Constable of the Police Service of Northern Ireland Matt Baggott - CBE QPM BA (Hons)



I am pleased to welcome the 2011-2014 Policing Plan. The Plan is vitally important in setting out the priorities of the Police Service of Northern Ireland over the coming year. It captures the ambitions agreed by both us and the Northern Ireland Policing Board.

The Policing Board is responsible for holding the Police Service to account, and for securing effective and efficient policing. This plan is reflective of our common desire to have the Police Service viewed as the finest, personal, professional and protective police service in the world. It is important to stress that we have not developed these priorities in isolation. They reflect the concerns and priorities raised via an extensive consultation process across all communities.

As agreed with the Policing Board, we are taking a long-term view on what is important to everyone. This involves focusing upon the quality of service we offer to all who need our help; addressing local concerns by concentrating upon burglary and antisocial behaviour; and, by tackling the serious harm caused by deaths on our roads, or through violence and hate crime.

This year will mark the 10th anniversary of the Police Service. The changes to policing in Northern Ireland over the past decade are unprecedented in Europe, and the officers and staff involved in delivering a day to day policing service for all in Northern Ireland are to be commended. Despite policing in a very challenging operational environment, they have worked tirelessly to secure the peace, and to reduce crime and antisocial behaviour. Significant crime reduction has been achieved, with the monthly recorded crime total in January 2011 being the lowest recorded since current recording practices began in 1998. Last year also witnessed a fall in deaths on our roads by 50%, with violent crime and burglaries also reducing.

We cannot ignore the serious threat that exists due to terrorism. The overwhelming majority have no time for the terrorists trying to take us back to the past. We will not be deterred from delivering an impartial and effective service, and building trust and confidence amongst all the people we serve. We also recognise that certain communities and localities are more vulnerable to the risk of harm than others, and it is vital that we work collectively with other statutory agencies, voluntary groups and local people to improve their quality of life.

In focusing upon what matters to local communities, this Plan also accompanies the revised Policing with the Community 2020 Strategy. Engagement,

partnership and service delivery are critical to how we improve public safety and deal with crime and antisocial behaviour. We are launching a set of Commitments that will underpin our delivery of personal policing. They outline what you can expect from us when you ask us for help, and will enable us to be held to account for the delivery of personal policing across all communities.

The Government has confirmed ring fenced security funding to reflect the unique and challenging operational environment with which we are faced. This is most welcome. The availability of this specific funding will ensure that the Police Service of Northern Ireland has the operational capability to protect our communities from serious harm. Despite this, the main grant budgetary settlement for policing is a challenging one, in line with that elsewhere in the UK. For the first time we will have a four year settlement that allows us to plan with a degree of certainty, which has been absent in previous years. However, the main grant budget will require us to make over £135m of efficiencies over the next four years. We are developing a thorough efficiency plan to deliver these savings, and this will, of course, be subject to consultation and engagement with the Board. These savings will be carefully planned to ensure that we maintain our operational capabilities and Policing with the Community aspirations.

Policing here is delivering positive results, and is essential to future investment, the well being of young people and to creating a more confident Northern Ireland. We will continue to work closely with the Northern Ireland Policing Board to ensure that progress is maintained. I commend this Plan to you.

OUR PURPOSE

To work with communities and partners to make Northern Ireland safe, confident and peaceful.

OUR VISION

To be the finest, personal, professional and protective police service in the world.

OUR PRINCIPLES

- Personal, impartial and accountable police officers and staff, present and influential in the heart of all communities, in the right numbers to make a difference.
- Responsive, flexible, 24/7 service; tailor-made to the unique needs of the person or place, with a reputation for promise keeping and professionalism.
- Resources and time focused upon genuine operational delivery. Ensuring we have the right people in the right place to prevent harm, protect from danger and inspire confidence.
- Challenging the status quo, keeping red tape to a minimum, always at the forefront of value for money and effective practice.
- Partnership at the heart of our outlook and actions, sharing expertise, information and responsibility. Open and transparent in line with over-riding Human Rights or legal obligations.

Part 1

Introduction

The Policing Plan is founded on a three year strategic planning cycle with an opportunity to review and refresh the plan annually. The 2010-13 Plan represented a significant restructuring of format and content to take account of the Chief Constable's vision and strategic objectives and this year's plan continues that process.

This plan:

- Focuses attention on the strategic priorities for policing Northern Ireland.
- Puts detail to our purpose and vision.
- Provides clear and coherent direction for service delivery.
- Communicates our aims to colleagues, partners, stakeholders and most importantly the public.
- Provides assurance that we are responding to the needs of the community.
- Creates a framework for assessment (Performance and Accountability) to be used by the Board to hold the Chief Constable to account.

The performance indicators and targets in this plan have been devised in response to the concerns raised during consultation with the community. The targets will enable the Board and the public to judge the Police Service performance in relation to reducing crime, improving detections and continuously improving performance.

In framing these targets, the Board and the Police Service have been careful to ensure that all targets are achievable, yet challenging and stretching, through a thorough analysis of recent trends and an assessment of police capability and the risks we will face throughout the period of the plan.

Part 2

Objectives, Performance Indicators and Targets

Policing Objectives, Performance Indicators and Targets for 2011-2014

Introduction

- 2.1 This section contains the policing priorities set by the Board as well as reference to the Minister of Justice's Policing Objectives. It outlines the performance indicators and targets relating to these objectives and priorities to be achieved by the Chief Constable.

Minister of Justice's Policing Objectives

- 2.2 The devolution of policing and justice provides the opportunity to set new long-term objectives for policing in the future. Justice Minister David Ford is the first locally accountable Minister to outline proposals for new objectives. These are all centred around the nature of policing and the role of the police in society. The Minister believes the time is right to have a considered debate about what our police service is for and how far its role should go, as well as the role of the wider community and its leaders in policing.

The Minister is working with the Chief Constable and his senior team, with the Policing Board, and with the wider community to develop and shape the long-term policing objectives that our community needs. A public consultation paper was published in January 2011 in which a number of key themes were identified. The public consultation period runs until April 2011 therefore the long-term policing objectives have not yet been finalised.

Upon consideration of the public consultation responses the Justice Minister will set out the new long-term objectives for policing in Northern Ireland and the Policing Plan will be updated to include these.

The Northern Ireland Policing Board's Performance Indicators and Targets

- 2.3 The Board, following consultation with the Chief Constable, DPPs, Community Engagement Reference Groups and the public has set the following performance indicators and targets for the period 2011-14.

The setting of objectives and monitoring of performance against Policing Plan targets is used by the Board to monitor the performance of the Police Service in carrying out the general duty under Section 32(1) of the Police (Northern Ireland) Act 2000 which states that "It shall be the general duty of police officers – to protect life and property; to preserve order; to prevent the commission of offences; and where an offence has been committed, to take measures to bring the offender to justice."

This is expressed in the overarching objective of the Police Service:

'We are committed to working with communities and partners to make Northern Ireland safe, confident and peaceful.'

The objectives, performance indicators and targets contained in this part of the plan are reviewed annually to ensure that the plan prioritises and focuses on the things that matter. It is a strategic document that reflects the totality of policing and provides clear direction to the Police Service. It is impossible, however, to detail all of the wide and varied activity that the Police Service engages in every day in Northern Ireland. This plan concentrates on the priority issues identified by the community and the major initiatives planned by the Police Service to improve the delivery of a policing service to the public. Indeed there are a number of areas of police work which do not sit comfortably within a framework of performance indicators and targets. For example, countering the threat posed by terrorism and maintaining the peace are examples of policing activities which are incredibly difficult to measure. The Police Service will continue to report to the Board on these areas and respond proportionately and appropriately, as circumstances dictate. A small number of targets have been removed from the plan as they are no longer considered a strategic priority, or the Board does not see the need for continued scrutiny. These include the level of confidence in the fairness and effectiveness of the Criminal Justice System and the number of officers assigned to frontline service delivery roles.

On the following pages you will find the performance indicators and targets which will enable the Board to hold the Police Service to account. The plan is structured around three objectives: Dealing with Local Concerns, Delivering an Excellent Service and Tackling Serious Harm.

- 2.4 As in previous Policing Plans, there are a number of targets for which it is inappropriate to set a predetermined level of performance; this is to ensure that all targets are realistic and achievable. Secondly, some performance indicators are dependent on the combined efforts of the Police Service and other agencies. For example, our activity in relation to Organised Crime cannot be simply quantified in terms of the number of arrests made, or the amount of drugs seized. The real benefit to the community lies in the outcomes achieved in terms of the overall impact on organised crime. Additionally, there are a number of agencies involved in the fight against organised crime. The Police Service will report to the Board on their contribution alongside partner agencies.

Consultation with the Community

- 2.5 Following consultation with DPPs on the issues they felt should be reflected in the Policing Plan, the following issues emerged as those causing most concern:

- Antisocial Behaviour
- Domestic Burglary and Theft
- Community/Neighbourhood Policing
- Road Traffic Offences/Road Safety
- Drugs
- Violent Crime
- Domestic Abuse
- Hate Crime (Racist, Homophobic and Sectarian)

This plan has taken full account of these issues and you will find that they are reflected in the performance indicators detailed.

- 2.6 The Board also consulted with its Community Engagement Reference Groups and engaged in consultation with the wider public.

Policing with the Community

- 2.7 Our responsibility to deliver a personal, professional and protective policing service to the people of Northern Ireland is embodied in our Policing with the Community 2020 Strategy.

Policing with the Community has been our policing model for the last decade. Ten years on we know that engagement, partnership and service delivery are critical to how we improve public safety and deal with crime and disorder through personal policing.

The aim of our Policing with the Community 2020 Strategy is to support the delivery of community confidence, satisfaction and safety through, personal, professional and protective policing.

The 2020 strategy is bespoke to the Police Service. Policing with the Community is not just the responsibility of Neighbourhood teams;

rather it underpins everything that we do as a Police Service and is therefore the responsibility of all officers and staff. We know that communities across Northern Ireland believe that Policing with the Community is right for them and right for the Police Service; we understand that the style in which we deliver our service matters profoundly to our success.

The Policing with the Community 2020 Strategy builds upon the achievements and learning of the last decade and sets out our plan for the next ten years. The challenge to every staff member and officer is to reach the highest standards of service, accessibility and visibility expected by communities within Northern Ireland and which we as a Police Service demand of ourselves.

Reflecting progress against the strategy is an important part of delivering change. By critically assessing levels of confidence and satisfaction we will be better placed to review how we deliver our service. The Policing Commitments provide a consistent level of service for every individual, every family and every community, irrespective of where they live or who they are. The Commitments provide valuable indicators of progress and will be supported by user satisfaction surveys, confidence measures and complaint trends.

Customer service is at the heart of the strategy and projects such as improving contact, victim care, criminal justice streamlining and providing IT solutions are all intended to improve the public's experience of policing and increase dedicated patrol time for front line officers.

In the spirit of continuous improvement, Policing with the Community 2020 will be a live and evolving strategy refreshed on a regular basis to incorporate new and innovative practice and ideas. Our implementation plan and delivery framework will also evolve over time.

To make the strategy meaningful to all officers and staff, Policing with the Community Delivery Guides have been produced. They provide direction, challenges and an opportunity to identify and share best practice. This allows us to consider how we engage with communities, share information, problem solve and deliver our service.

Delivery Guides bespoke to District Policing, Crime Operations and Operational Support Departments already exist. These three areas of policing responsibility cover a vast range of activities and account for the majority of officers and staff that the public have contact with. Further Delivery Guides for Human Resources, Criminal Justice, Legal Services, Media & Public Relations, Professional Standards, and Finance and Support Services Departments will also be completed.

The Policing with the Community Strategy will set the tone for the Police Service accountability. Chief Officers will ensure that implementation of the strategy is reflected in a clear accountability framework.

An Individual Performance Appraisal system for each officer and staff member will be developed to support the delivery of the Policing with the Community Strategy. This is a first for policing and truly embeds the ethos of personal, professional and protective policing into everything each member of staff and police officer does.

Dealing with Local Concerns

You identified burglary as a concern. Whilst the trend in burglary has been generally downward since 2003, we acknowledge that burglary has a serious impact on victims and that we could do even better in reducing the number of domestic burglaries. We also wish to increase the amount of offenders brought to justice for this offence. Burglaries of commercial and business premises also have a significant impact on the community and we will work to reduce these as well.

Performance Indicator: <i>1. The number of burglaries and the detection rate for burglary.</i>	Target: 1.1 To reduce the number of burglaries by 3%. ¹ 1.2 To increase the detection rate for burglary by 2 percentage points. ¹
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You identified antisocial behaviour as one of the major problems affecting local communities. The Police Service has been successful over the past few years in substantially reducing the level of antisocial behaviour incidents in all areas in Northern Ireland. However, we will work to improve our performance in this area and contribute to reducing antisocial behaviour still further.

Performance Indicator: <i>2. The percentage of people who perceive the level of antisocial behaviour to be high in their local area.</i>	Target: 2.1 To reduce the percentage of people who perceive the level of antisocial behaviour in their local area to be high. ² 2.2 To establish a Baseline of the number of antisocial behaviour incidents during Quarter 1 and achieve a reduction in subsequent quarters. ³
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¹ Measured against performance achieved during 2010/11.

² Measured using data derived from the Northern Ireland Crime Survey.

³ Using new Home Office counting rules.

Delivering an Excellent Service

Levels of recorded crime and incidents of antisocial behaviour are significantly lower than a decade ago. Yet many new and emerging challenges are apparent for policing. Those challenges must shape not only what we do but also the style in which we do it. A key challenge will be how we work with communities and partners to deal with any localised concerns, in particular, the antisocial behaviour aspect of crime and disorder. **Establishing trust and confidence** with local communities will support our shared responsibility to tackle the ongoing security threat.

<p>Performance Indicator: <i>3. The percentage of people who agree Police and other agencies are dealing with the antisocial behaviour and crime issues that matter in local areas.</i></p>	<p>Target: 3.1 To increase the percentage of people who agree Police and other agencies are dealing with the antisocial behaviour and crime issues that matter in local areas to 60% by 31 March 2012.²</p>
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Delivering an Excellent Service

Policing with the Community has been our policing style for the last decade. Over that time, we have learned the policing value of consistent service delivery, effective partnerships and meaningful engagement with every community in Northern Ireland. We are committed to this style of personal policing which, given the resourcing and operational challenges we face, will ensure that our priorities reflect what our communities want from policing. The targets set out below highlight key elements of Policing with the Community - courtesy, discretion, and the effective use of developing technology to maximise our visibility within communities.

Performance Indicator: <i>4. Policing with the Community</i>	Target: 4.1 To implement the Policing with the Community Strategy in line with the agreed project milestones reporting progress to the Board every two months. 4.2 To reduce the number of allegations of incivility made against police officers by 5%. ¹ 4.3 To increase the amount of cases resolved by the use of police officer discretion to 3,000. 4.4 To increase the amount of time spent by each officer on patrol by 30 minutes per duty shift. ⁴
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⁴ Measured using data derived from the deployment of Mobile Data Devices.

Protective Policing –

Tackling Serious Harm

Organised Crime affects everyone. Those who import and deal in illegal drugs cause serious harm in the community especially to our young people. Other organised criminals who prey on the most vulnerable in the community present a serious risk to our safety.

Performance Indicator: <i>5. The impact on Organised Crime.</i>	Target: 5.1 To report four times per year on the number of organised crime gangs frustrated, disrupted and dismantled.
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You identified traffic offences and the dangers on our roads as an issue of concern. Whilst we have seen a dramatic reduction in the amount of casualties on our roads over the past 10 years, and particularly during 2010, every death on our roads is one too many.

Performance Indicator: <i>6. The number of adults and children killed or seriously injured on the road.</i>	Target: 6.1 To demonstrate the Police Service's contribution to reducing the number of adults and children killed or seriously injured on the road through six-monthly reports.
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Violent Crime continues to be identified as an issue of concern to you. Although we have reduced the level of violent crime over the past few years, we plan to continue our efforts in this area still further.

Performance Indicator: <i>7. The level of violence with injury.</i>	Target: 7.1 To reduce the number of non-domestic violence with injury crimes by 3%. ¹
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Protective Policing –

Tackling Serious Harm

Bringing offenders to justice for the crimes they have committed remains a key focus for the Police Service. We will endeavour to increase the detection rate for the most serious crimes over the coming year.

Performance Indicator: <i>8. The percentage of recorded crimes detected.</i>	Target: To increase the detection rate for serious crimes: 8.1 Violence with injury crimes by 3 percentage points. ¹ 8.2 Domestic violence with injury crimes by 5 percentage points. ¹ 8.3 Most serious sexual crime by 2 percentage points. ¹ 8.4 Homophobic crime by 4 percentage points. ¹ 8.5 Racist crime by 2 percentage points. ¹ 8.6 Sectarian crime by 2 percentage points. ¹
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We recognise that robbery is a highly impactful crime both on the victim and in terms of costs to business. We will endeavour to reduce the number of armed robberies of business property.

Performance Indicator: <i>9. The number of armed robberies of business property.</i>	Target: 9.1 To reduce the number of armed robberies of business property by 3%. ¹
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Part 3

The Continuous Improvement Performance Plan

Introduction

This section sets out how the Chief Constable and his Senior Command Team intend to deliver policing services and improve performance. The programmes and strategies set out highlight the major areas of work being undertaken by the various Programme Boards to achieve the targets contained in Part 2 of this plan. As agreed with the Board, progress of the Continuous Improvement projects will be presented to the Board twice during the period of 2011/2012.

Twice yearly reports will also be provided to the Board on progress against the supporting strategies listed.

Background

Part V of the Police (NI) Act 2000, states:

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

Each financial year, the Board in consultation with the Chief Constable is required to publish a Continuous Improvement Plan covering a range of key points:

- How arrangements for continuous improvement are being implemented
- The Continuous Improvement projects for review
- Results of previous reviews
- Milestones against which progress can be measured

As sub-accounting officers, the Chief Executive and the Chief Constable have responsibility to ensure that the resources for which they are responsible are effectively, efficiently and economically used. The Continuous Improvement Strategy ensures that this is achieved.

The Planned approach to Continuous Improvement in the Police Service

Strand 1: Improvement Projects

This strand will identify the main improvement projects being undertaken and implemented by the Police Service. It will focus on service delivery improvements which will ultimately benefit the people we serve within our community.

The projects will be delivered by various Programme Boards within the Corporate Governance Structure as outlined in the diagram on page 19. The outcomes of these strategic projects are to ensure we continuously improve

our service delivery whilst keeping people safe. To ensure that we achieve this efficiently, providing value for money, all projects and strategies will be underpinned by a four year efficiency plan directed by the Deputy Chief Constable.

Strand 2: External Inspection Programme

This strand will consist of an agreed programme of inspections being conducted on the Police Service by independent oversight bodies such as Her Majesty's Inspectorate of Constabulary and Criminal Justice Inspection for Northern Ireland. This strand will ensure that the Police Service is benchmarked against national best practice.

Strand 3: Project Assurance

In this Strand the Police Service will provide assurance to the Board that Continuous Improvement strategic projects are progressing in accordance to their project milestones plans. As mentioned earlier, the Police Service will present to the Board twice a year on progress of these strategic projects.

In addition to realising efficiencies through these strategic projects, the Police Service has also produced a four-year efficiency plan which will underpin all of the Continuous Improvement projects. This four year efficiency plan will be directed by the Deputy Chief Constable.

With regards to recommendations issued to or initiated by the Police Service, these will be managed through the Overview database which ensures that recommendations are monitored from initial assignation through to agreed discharge by the relevant oversight body.

Performance on the delivery of the overall Continuous Improvement strategy will be achieved through regular reporting to the relevant Corporate Governance Committee for both the Board and the Police Service.

**OUR VISION: TO BE THE FINEST PERSONAL, PROFESSIONAL AND PROTECTIVE POLICE SERVICE
IN THE WORLD**

Our Strategic Intent:

CONFIDENCE
(getting business right through personal, professional and protective policing)

VALUE FOR MONEY
(providing an efficient and effective service)

SECURITY AND SERIOUS HARM
(keeping our people and communities safe)

What we are doing to achieve Strategic Intent:

- Resource Management and Decision Support System (RMDSS)
- Right people, Right place, Right time, doing the Right job (R4)
- Individual Performance Review (IPR)

- New Police College
- Integrated Offender Management (IOM)
- Custody
- Penalty Notices for Disorder
- Streamlined File

- Automatic Number Plate Recognition (ANPR)
- Major Crime and Critical Incidents
- Serious and Organised Crime
- District CID

How we will deliver Strategic Intent:

Service Excellence Programme Board

Policing with the Community Strategy

Local Crime and Justice Programme Board

Security and Serious Harm Programme Board

5 year Counter-Terrorism Strategy

Leadership and Training Programme Board

*People Strategy
Equality Diversity and Good Relations Strategy*

Resource Demand and Risk Committee

*Estate Strategy
Transport Strategy
Information and Communication Technology Strategy*

Communications Strategy

Four Year Efficiency Plan

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Projects

Project	Description	Timeline	Programme Board
Resource Management and Decision Support System (RMDSS)	This system will support the principles of Policing with the Community by enhancing our engagement, partnership and service delivery. Through the use of tracking technology it will enable the Police Service to significantly improve the efficiency of our response and visibility. Operational resources will not only be deployed and managed in accordance with calls for service but also local community priorities and National Intelligence Model analysis.	March 2012	Service Excellence Programme Board
Right people, Right place, Right time, doing the Right job (R4)	The Right People, in the Right place, at the Right time, doing the Right job to improve service delivery to the community will support front line officers through efficient case and contact management processes. The key results will be improved victim updates, increased police visibility and a consistent delivery of services to meet community expectations.	March 2012	Service Excellence Programme Board
Individual Performance Review (IPR)	A revised appraisal process linking to organisational priorities within a performance management framework and encouraging individual ownership and personal responsibility.	March 2012	Leadership and Training Programme Board
Custody	To undertake a review of the delivery of custody including policies, locations, procedures and health care provision and to seek to develop effective partnerships to enhance the professional service delivery to people held in custody.	March 2013	Local Crime and Justice Programme Board
Streamlined File	To introduce a streamlined case file format for volume crime and low level charge cases to first hearing.	October 2011	Local Crime and Justice Programme Board

Project	Description	Timeline	Programme Board
New Police College	<p>The delivery of a project plan to facilitate the migration of training functions from the existing training locations in the Police Service to the new Joint Public Services College in Desertcreat, Cookstown. This includes all operational training programmes including Foundation Programmes, firearms and public order training.</p> <p>To carry out research to scope out the procurement requirements for the Joint Public Services College in Cookstown and to put in place effective and efficient procurement processes to enable the migration of training functions from existing locations to take place and be established in the new College.</p> <p>To work with partner agencies to devise appropriate and efficient methods of co-operation within the Joint Public Services College in Cookstown to ensure that maximum training and operational benefits are achieved from the new joint training environment.</p> <p>To work with relevant agencies to research opportunities to establish common training needs and develop joint training opportunities across the different organisations. These can be addressed in priority areas such as leadership and management so that fully integrated training courses can be developed which maximises the operational and organisational benefits.</p>	June 2014	Leadership and Training Programme Board
Integrated Offender Management (IOM)	To bring together the right agencies to ensure that the right interventions are undertaken with the right offenders at the right time.		Local Crime and Justice Programme Board

Project	Description	Timeline	Programme Board
	<p>IOM is a system that provides all agencies engaged in local criminal justice a single coherent strategy for the management of a cohort of offenders. IOM consists of three strands which are:</p> <p>1. Prevent and Deter To reduce crime and antisocial behaviour involving young people through early identification and effective intervention strategies</p> <p>2. Catch and Control – Pro-active approach by Police and Partners against those individuals who persist in their offending behaviour</p> <p>3. Rehabilitate and Resettle – Joint approach by all agencies to provide a gateway out of crime for offenders</p>	<p>Sept 2013</p> <p>April 2012</p> <p>Sept 2013</p>	
Penalty Notices for Disorder	To introduce Penalty Notices for Disorder for volume crime and low level crimes.	November 2011	Local Crime and Justice Programme Board
Automatic Number Plate Recognition (ANPR)	To continue to expand the ANPR platform which complements the existing camera systems thus improving road and public safety.	March 2012	Security and Serious Harm Programme Board
Major Crime and Critical Incidents	<p>1. There is a need to support Rape Crime investigations with an effective and robust review process which ensures that all investigative opportunities are exploited. The Police Service will review process for Rape Crime investigations to improve the rape clearance rate.</p> <p>2. The development of an Intelligence Officer accredited training programme, in conjunction with Kent and Strathclyde Police, to professionalise the role of the Intelligence Officers.</p>	<p>November 2011</p> <p>March 2012</p>	Security and Serious Harm Programme Board

Project	Description	Timeline	Programme Board
Serious and Organised Crime	<p>Vice within Northern Ireland and its links to Human Trafficking and Organised Crime:</p> <ul style="list-style-type: none"> • To ensure that the Police Service has a policy for dealing with the issue of on/off street prostitution. • To ensure that Human Trafficking within the Vice trade in Northern Ireland is recognised and dealt with effectively, addressing both the needs of the victims of trafficking and offenders. <p>To ensure that organisational knowledge on the issue of Trafficking and the issues of prostitution and related offences is increased.</p>	June 2011	Security and Serious Harm Programme Board
District Criminal Investigation Department (CID)	<p>This project will review and examine the District CID function to ensure that it is correctly aligned to deliver against our service priorities and manage risk. The findings of the review will be implemented in due course to ensure we are continuously improving our ability to deliver a high quality service in this area of policing.</p>	March 2012	Security and Serious Harm Programme Board

Supporting Strategies

Strategy	Description	Timeline	Accountable Officer
Information and Communications Technologies (ICT) Strategy 2011	<p>The main areas of focus for ICT Strategy 2011 are as follows:</p> <p>Business Alignment Information and Communications Services (ICS) will support the delivery of the Policing Plan objectives, underpinning the delivery of targets set for Service Excellence, Tackling Serious Harm and Personal Policing – Dealing with local concerns. ICS will support the delivery of the Police Service’s workforce modernisation agenda, delivering professional products and services, whilst supporting the realisation of corporate business architecture.</p> <p>Service driven ICS will improve how it connects service provision to the needs of the business, focusing and consolidating service provision around what is important to the Police Service.</p> <p>Agility ICS will improve responsiveness when delivering what’s important to the business.</p> <p>Lowering of our fixed costs ICS will drive forward a cost reduction programme for ICT service provision.</p>	March 2012	Assistant Chief Constable Operational Support

Strategy	Description	Timeline	Accountable Officer
Transport	<p>The Strategic Review of the transport function by Consultants takes into account the full range of activities including Workshops, Districts and Departments across the Police Service.</p> <p>Options for alternative methods of service provision and processes giving rise to costs savings and/or improved service provision to be considered.</p>	March 2012	<p>Director Finance and Support Services/Assistant Chief Constable Operational Support.</p> <p>Resource, Demand & Risk Committee</p>
The Police Estate	Review the Estates related costs focusing on the recent Estate Review and forthcoming re-procurement of the core Property Management contract in order to identify cost savings and processes for improved efficiencies.	Plan for implementation to be issued by September 2011	<p>Director of Finance and Support Services/Assistant Chief Constable Rural.</p> <p>Resource, Demand & Risk Committee</p>
People Strategy	The People Strategy will help deliver the Strategic Principles for service delivery by linking Human Resources policies and practices to contribute to improved organisational performance.	March 2012	Director of Human Resources
National Security	5 year Counter Terrorism Strategy, providing Protection to the community through Personal and Professional Policing partnerships to reduce vulnerability, threat and risk from terrorism	December 2015	Assistant Chief Constable Crime Operations
The Equality, Diversity and Good Relations Strategy	<p>The Equality, Diversity and Good Relations Strategy aims to put fairness and respect for all individuals, regardless of their differences, at the heart of policing. We also recognise that people want to experience real differences and want actions instead of words. This Strategy sets out the 3 strategic goals which will provide the framework for performance improvement and the delivery of equality outcomes at every level of the Police Service.</p> <p>The Goals are:</p> <ul style="list-style-type: none"> Addressing inequalities in Service delivery and Employment Practice 	March 2014	Director of Human Resources

Strategy	Description	Timeline	Accountable Officer
	<ul style="list-style-type: none"> Evidencing equality and diversity across the Police Service Improving the prevention and detection in Hate and Signal Crime <p>In taking this forward the strategy will assess and seek to address under-representation in the Police Service.</p>		
Communications Strategy	<p>Communication Management</p> <ul style="list-style-type: none"> To develop proactive communication strategies to assist the Police Service to reduce crime and fear of crime and to raise awareness of the policing role in communities. To respond with clarity and consistency in a timely manner to critical incidents and community issues. To provide strategic advice and guidance on internal and external communication policy to Senior Command. To improve internal corporate communications. <p>Partnerships</p> <ul style="list-style-type: none"> To identify and facilitate the development of strategic partnerships with key influencers including Key Stakeholder Groups, Government Departments and Statutory agencies and internal Senior Officers. <p>Police Service Brand and Reputation</p> <ul style="list-style-type: none"> To work with the Senior Command Team in the creation of the Police Service identity and to act as custodians of the Police Service reputation and brand. 	March 2012	Director of Media & Public Relations
Human Rights	<ul style="list-style-type: none"> To provide updates on the Police Service's response to the Human Rights Thematic and Annual Reports as detailed in the reports. Using the Complaint Reduction Strategy to increase community confidence and trust by reducing complaints including incivility, oppressive behaviour and failure of duty and to provide update reports to the Board's Human 	(Dependent on recommendations) 6 monthly (April and October)	Assistant Chief Constable Criminal Justice Deputy Chief Constable

Strategy	Description	Timeline	Accountable Officer
	Rights and Professional Standards Committee.		
Public Protection	<ul style="list-style-type: none"> To report on the Police Service's contribution to Public Protection Arrangements (Northern Ireland) (PPANI) and Multi-Agency Risk Assessment Conference (MARAC). 	Twice yearly (June and November)	Assistant Chief Constable Criminal Justice

Four Year Efficiency Plan

Costing Model and Four-Year Efficiency Plan	Description	Timeline	Accountable Officers
	<p>Phase I: Costing of functions, Departments, Branches and Districts in order to provide an initial step in determining areas of inefficiency.</p> <p>Phase II: Development of four-year efficiency plan, comprising a range of projects across all Programme Boards/Part 3 of Policing Plan, under strategic direction/ownership of the Deputy Chief Constable.</p>	<p>March 2011: Outline costing model and initial four-year efficiency plan prepared.</p> <p>June – September 2011: Refine and finalise costing model and four year-efficiency plans.</p>	<p>Deputy Chief Constable and Director of Finance and Support Services</p>

Part 4

Paying for the Plan (Statement of Grant)

Introduction

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

As a result, the Director of Finance & Support Services issues monthly financial reports to the Chief Officer Group and the Board to monitor progress throughout the year.

Available Funding

The most recent Comprehensive Spending Review settlement (CSR10) established the available funding for the Police Service for the 4 year period from 2011/12 to 2014/15.

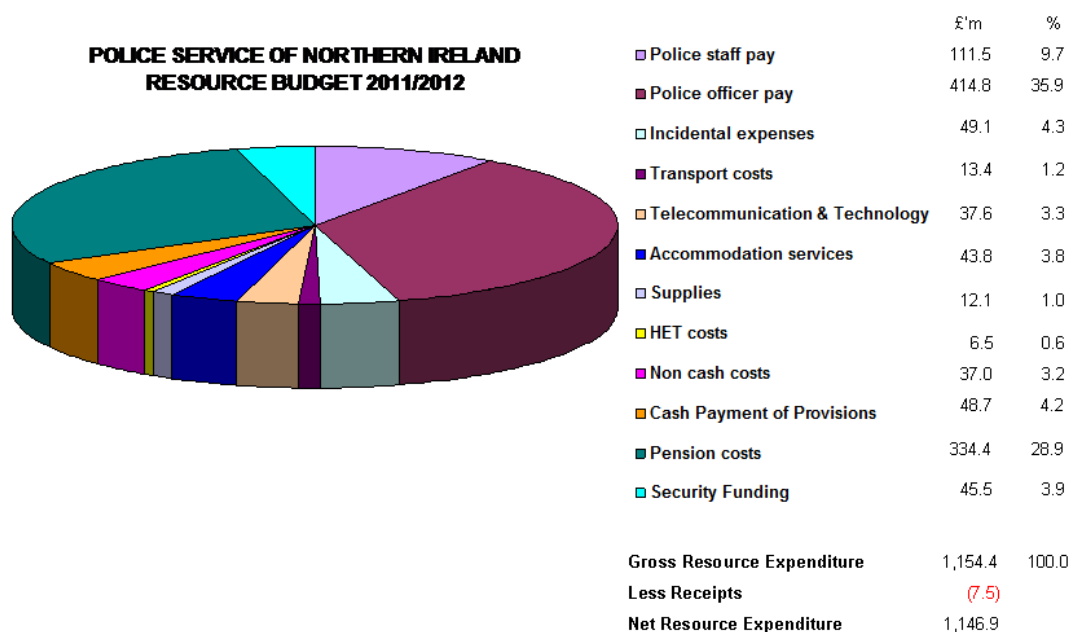
The budget for 2011/12⁵ is shown below:

	2011/12 £'m
Resource:	
DEL (Departmental Expenditure Limit)	812.5
AME (Annually Managed Expenditure)	334.4
Total Resource	1,146.9
Capital (net of receipts):	87.2
Total available funding	1,234.1

⁵ The above analysis is draft and based on the information available as of 21 February 2011.

Resource Expenditure

An analysis of the resource budget for 2011/12 is shown in the chart below:



Payroll Costs

The total payroll budget is **£526.3m**. This is based on an average strength of 7,005 Regular Police Officers and 654 Part Time Reserve Officers, supported by 2,701 Police Staff.

The Voluntary Severance Scheme effectively ended on 31 March 2011 with the Compulsory Severance Scheme due to end by 31 March 2012.

Other Programme Costs

The budget allocation for other programme costs (net of receipts) is **£155.0m**. These costs include incidental expenses, transport costs, telecommunications & technology, accommodation services, supplies and Historical Enquiries Team (HET) less receipts.

Cash Payment of Provisions and Non Cash Costs

The budget for cash payment of provisions is **£48.7m** which includes injury awards, compensation and outstanding severance payments, and the budget for non cash costs is **£37.0m** which include depreciation and impairment costs.

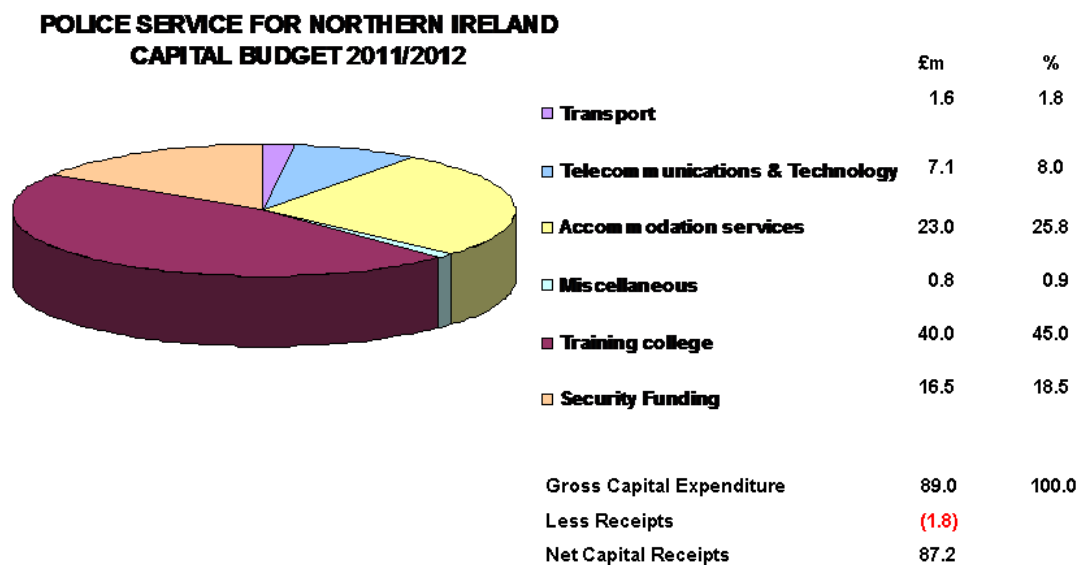
Pension Costs

The cost of Police Officer pensions is estimated at **£334.4m**.

Capital Expenditure

The net capital budget is **£87.2m**. This budget includes £40.0m ringfenced funding for the new Training College. The remaining £47.2m is for capital programmes in Transport, Telecommunications & Technology, Accommodation Services and Security.

An analysis of the capital budget is shown in the chart below:



Security Funding

Following deterioration in the security environment, the Government has agreed to provide additional security related funding to the Police Service. The revenue funding (£45.5m) is included in the resource analysis above as a single figure and the capital funding (£16.5m) is included in the capital analysis above as a single figure.

Annual Report & Accounts

The audited Annual Report and Accounts for the year ended 31 March 2011 will be published by 30 June 2011.

Part 5

Training Assessment for Police Officers and Staff

Introduction

The key challenges in this Strategy and Business Plan cycle are the move to Desertcreat in 2014 and the implications of the Budget 2010 for both Training and the wider Police Service. These will drive a transformation of Training and Development within the Police Service over this review period. Given that the key function of Training and Development is to support the delivery of operational policing, the strategy looks at its work under the three critical activities of Engagement, Service Delivery and Partnerships aligning with the Policing Plan and Policing with the Community 2020 strategy. Critical for the next three years is to embed a culture of service excellence within a human rights based service whose core style is personal, professional and protective, delivering community trust and confidence and demonstrating value for money.

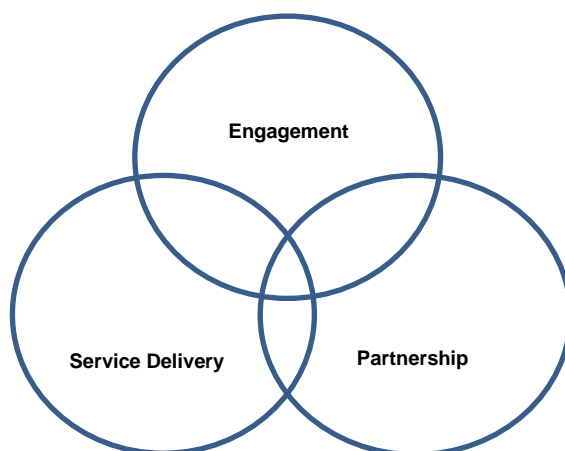
Training and Development Strategy

This strategy aims to transform training within the Police Service. The planned opening of the Joint Public Services College at Desertcreat in 2014 provides both opportunity and challenge for training but most importantly it provides a key delivery date on which to focus. However, the development of the new College is only part of the outworking of this strategy. It also provides a stimulus and requirement to review who, how, where and when we train; to ensure we apply resources in the correct manner to achieve value for money in the training we provide; and, most importantly, that training supports the delivery of front line policing.

Recruitment levels and processes will change with the end of the current Patten recruitment in March 2011. Already work is underway to identify accredited prior learning and experience that future recruits to the Police Service will need to have and finalising this will be a key project in the year ahead.

The Police Service Training will pursue a twin track approach that achieves a seamless transition to Desertcreat while maintaining an effective and value for money training service to the organisation. Eventually, at the end of this plan, the two tracks will merge with the opening of the new College.

All training objectives support the ethos of a personal, professional, protective policing service themed within the business plan under the three critical activities of Policing with the Community (Policing with The Community 2020 Delivery Guide):



Engagement

This transformation process within training requires pro-active engagement and consultation with the customer to clearly identify their future training needs, the support needed to achieve local policing objectives and long-term organisational goals.

The objective of this engagement is to empower Police Service staff and officers to allow them to help design the content, specify the delivery and assess the effectiveness of the training they receive and to ensure that all training is focused on giving maximum support to the delivery of local policing goals. It is a key part of the strategy that we develop and encourage a culture of valuing learning and development within the Police Service. It is only through this that we can properly develop and skill the workforce so that they feel empowered to have the confidence in themselves to take responsibility, make decisions and apply discretion.

Service Delivery

The achievement of an organisation wide approach to training within the Police Service is an important step in preparation for the delivery of joined up multi service training. As outlined in the 2009 Criminal Justice Inspectorate Northern Ireland report; costs, quality and planning should be standardised and centrally managed across all training. This will be evidenced at three levels: College, organisation and multi-agency.

The likely future financial and resource pressures faced by both the College and the wider organisation will increase the need for a flexible and responsive training function.

The progression to a wider use of blended and e-learning, the multi-skilling of trainers and the challenges to deliver the right training for the right person at the right time will lead to improvements in both the effectiveness and efficiency of all training.

Organisationally, the introduction of the Leadership and Training Board provides strategic direction and governance for training across the Police Service and also provides the forum to drive the standardisation and integration of planning, processes and budgeting throughout the training function.

This joined up organisational approach is an essential step to building inter-agency functionality at Desertcreat. Over the period of this strategy, the levels of multi-agency working and co-operation must increase and deepen to deliver greater inter-operability that will improve community confidence in our capability to provide services effectively together.

Partnership

In the context of the two strategic goals for training: opening Desertcreat and delivery of the CSR; a partnership approach is not only desirable but is essential to their delivery.

Internally training has key links across the Human Resources Department and with our organisational customer base. Partnership within the wider Human Resources family is essential to the development of the infrastructure needed to identify organisational training needs and thereby improve service delivery. Training must therefore be fully integrated within the organisation's People Strategy and this requires the College to take an active role in the development and implementation of the Individual Performance Review (IPR), Job Family and career development projects.

Partnerships with the wider public and private sectors as well as the voluntary sector are crucial and underpins work being carried out in developing leaders, managers and supervisors for the Police Service. The Training and Development Department will also continue to provide operational backup to Districts and Departments and will ensure that operational currency is maintained by all police officers on the Training and Development establishment. This approach adds value in terms of understanding operational training needs and reinforcing the credibility of trainers.

Part 6

Proposals for Civilianisation

The Patten Report indicated a desire to see police being released from roles that did not specifically require the use of police powers or experience. Since then there have been many posts civilianised. Progress has slowed, however, since 2007 because of the lack of further funding, increased demands on the Police Service to deliver policing against a reducing budget and the reduction of about 17.5% in staff posts during the Comprehensive Spending Review 2007 cycle.

A major review was launched in November 2009 with the goal of defining the Human Resources Distribution Plan for 1 April 2011 and beyond. The intention is to maximise the number of officers in frontline roles and to have staff deployed in greater numbers in service delivery roles, direct or indirect. To achieve these two objectives, there will be a reduction in the number of staff in roles which service the needs of the organisation (organisational support roles) and the removal of officers from such roles, other than by approved exception.

This shift has only been possible because of the removal of the fixed number of officers. In future, there will be a single budget, which will allow the optimum mix across all staffing groups. Such an approach should increase visibility, improve performance and ensure greater value for money.

The changes to the staffing mix will continue during 2011/12. Much of this work will be undertaken under the Workforce Modernisation banner.

Part 7

Arrangements for assessing the performance of officers

The Police Service reviews the performance of all officers and staff on an annual basis.

The Police Service is currently in the process of introducing a revised system of appraisal entitled 'Individual Performance Review' (IPR) that is designed to review and assess the **contribution of individuals** in delivery of the policing service.

The overarching aim of the IPR will be to engender a culture in which individuals take responsibility for their contribution towards the delivery of the finest personal, professional and protective policing service in the world. This will be achieved through:

- Reflecting the Service Strategic priorities in the IPR objectives.
- Defining and cascading standards of performance from the top of the organisation.
- Assessing the **activities** and **behaviours** of all officers and staff against the aims of the Policing with the Community 2020 Strategy.
- The IPR will be used as a means to identify future managers and leaders within the Police Service through linkages to the Professional Development Process.

The new system will be in place from 1 April 2012.



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